NATION'S BUSINESS

NOVEMBER • 1942

See MANAGEMENT'S Washington LETTER

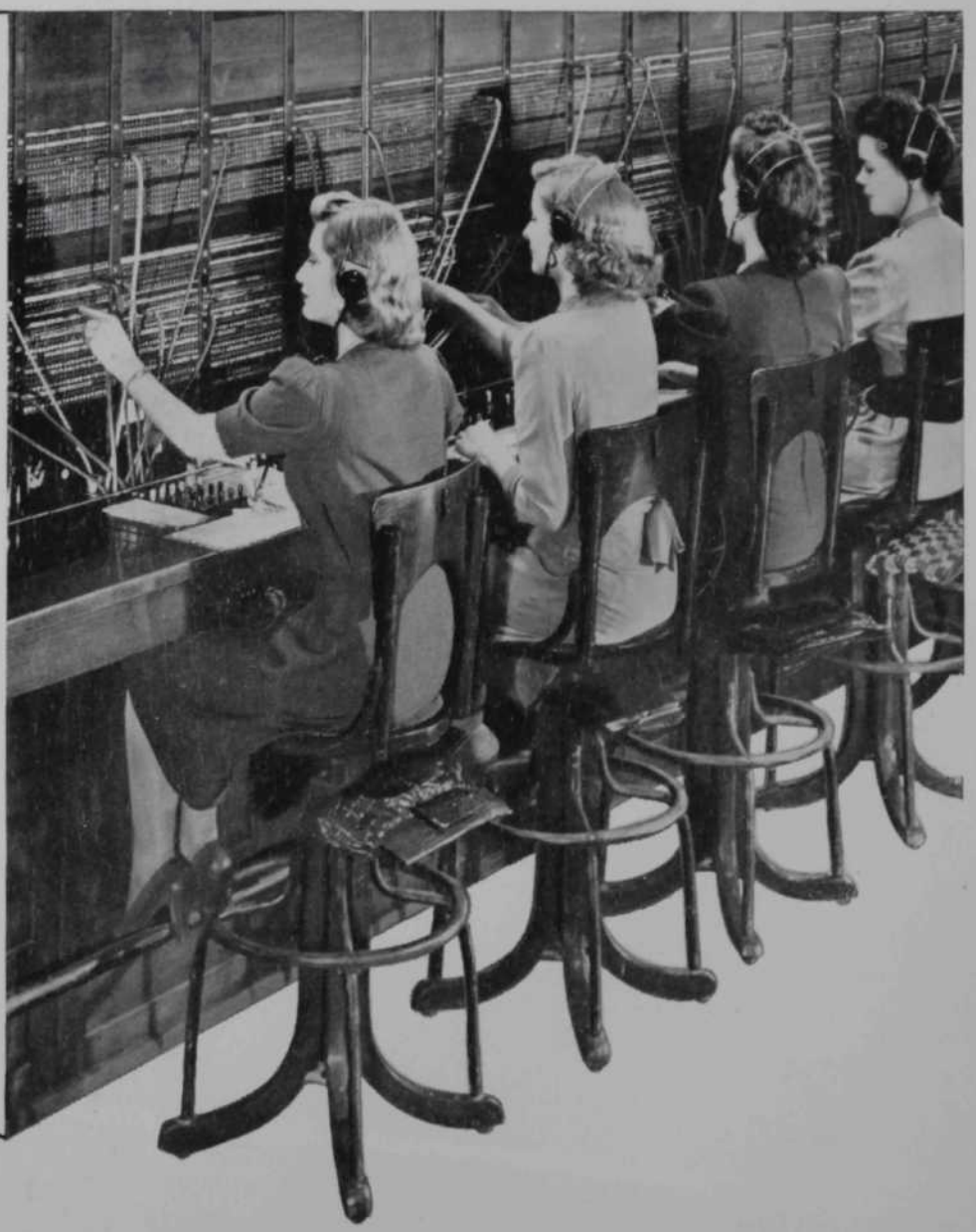


THIS IS A LONG DISTANCE SWITCHBOARD

We can't get materials to build enough of them. And those we have now are crowded with war calls.

So please do not make Long Distance calls to centers of war activity.

These girls are at battle stations on the telephone front. They have as much as they can do to get the war calls through.



BELL TELEPHONE SYSTEM

WAR CALLS COME FIRST

TUBELESS TIRE INVENTED BY B.F.Goodrich

Sensational rubber-saving development promises big after-war savings for commercial users

A ~~Typical~~ Great example of B. F. Goodrich development in truck tires

CLIMAXING a 50-year dream of tire engineers, The B. F. Goodrich Company announces an invention which eliminates the use of inner tubes in heavy vehicle tires.

Tested and Proved

The new B. F. Goodrich tubeless tire has been tested and proved both in the laboratory and on the highway and is now undergoing further impartial tests. While the amount of rubber saved by this new invention varies depending upon the size of the tire, the saving is approximately 7% to 17% of the rubber content of the casing, tube, and flap combined.

The Silvertown that doesn't need a tube has been made possible by a simple change in truck tire design plus a mechanical device the details of which are being kept secret in the interest of national defense. The tire is inflated just like any ordinary tire and tube — but instead of the air going into a tube, it goes directly into the tire and *stays there.*

If put into use during the war, the tubeless tire will be a major step in the conservation of America's precious rubber stockpile. That's good news to all of us. And it's good news to every truck and bus operator to know that after the war inner tubes may become a thing of the past.

Remember, the inner tube is the source of much tire trouble. Do away with the tube and you have eliminated the cause of many, many failures! Mounting tires is easier. And repairs can be made quickly because there is no tube to consider. Just think what this would mean in terms of lower costs, fewer delays, and simplified repairs! It's too early to make promises — but here is a hint of more good news to come later. In war or peace, you can always look to B. F. Goodrich for leadership.

Here are a few of the many B. F. Goodrich "Firsts"

First in America to build cord tires for automobiles.

First to develop a black tread for longer tire wear.

First to make airplane De-Icers.

First to build a successful endless rubber track for vehicles.

First to make the Zipper overshoe.

First to offer American car owners synthetic automobile tires.

First to discover Duramin, a combination of chemicals that makes rubber resist ageing.

First in the field of vinyl elastics with the discovery of Koroseal.



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POWER

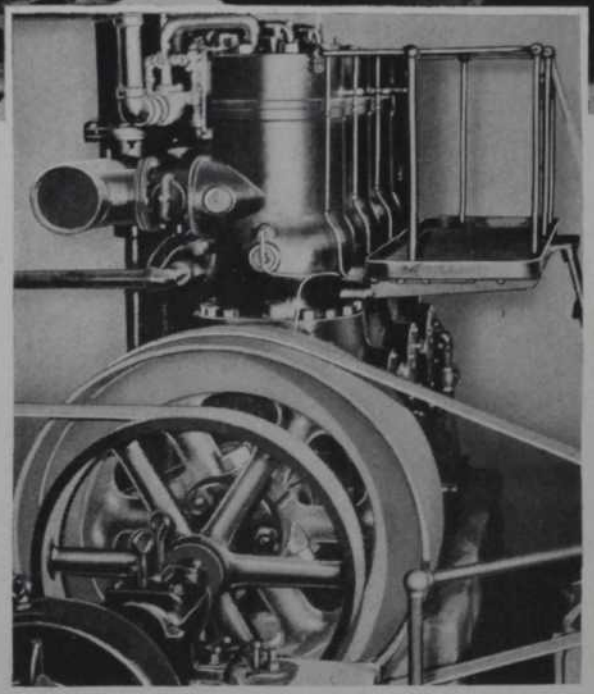
...TO FINISH THE SCRAP!



SCRAP metal helps win wars! To simplify handling at its Portland, Me., plant, the Harcon Iron and Steel Company compresses old metal into compact 400-lb. cubes. And it takes plenty of reliable power to do the job!

For "power to finish the scrap," a 180-hp. Fairbanks-Morse Diesel is direct-connected to a pump which actuates a mammoth hydraulic press. It also drives an F-M generator which provides electricity for lighting.

If you require extra power for war production, use your priority to buy Fairbanks-Morse Diesels. They assure *low unit power costs* . . . plus no stoppage, no breakdowns, no letdowns — *now* or later! Fairbanks, Morse & Co., 600 S. Michigan Ave., Chicago, Illinois.



• *Compact 180-hp. F-M Diesel Power Plant at Harcon Scrap Metal Yard operates pump, generator, and compressor.*

FAIRBANKS-MORSE

DIESELS MOTORS SCALES PUMPS

Any war plant can have this free advisory service



LIGHTING bottlenecks, often unsuspected by plant managers, may seriously impede war production—especially on night shifts. Glare in the eyes of workers, shadows on work, dirt and grease on lamps and fixtures, improper placing of fixtures, can slow up production and increase spoilage. Inexpensive changes in lighting often make a decided difference.

As a part of its contribution to the war effort, General Electric is glad to offer the services of its staff of trained lighting men—without charge—to any war factory, large or small.

THERE ARE NO STRINGS TO THIS OFFER—no obligation to buy so much as a bulb. The G-E lighting man's first job is to try to make better use of present lighting equipment. He checks to see if lamps are proper size. Occasionally he finds a spot where a supplementary light will help with some critical job. And he only recommends a new lighting installation where it is absolutely essential to production.

TO TAKE IMMEDIATE ADVANTAGE of this free service, all you need to do is this: Call your local General Electric lamp office, or your G-E lamp supplier, or write General Electric Company, Nela Park, Cleveland, Ohio. Your local power company is also ready to give you this same kind of help.

If light can work harder in your plant, now is the time to find out about it!

G-E MAZDA LAMPS

GENERAL ELECTRIC

PUSH BUTTON GIANTS

The ingenuity of American industry has combined the functions of numerous machine tools into coordinated giants. Push buttons control their complex mechanisms that deliver completely machined units as regularly as clockwork.

Such speed and precision call for quality lubricants. Texaco supplies them—through more than 2300 wholesale supply points in the U. S. And—to insure the utmost efficiency and economy in the use of its lubricants, Texaco's specialized engineering service is on the alert for all industry.



LARGEST IN THE BUSINESS FIELD
374,638 A.B.C.

NATION'S
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Although the editors will make every effort to return unsolicited manuscripts promptly and in good condition, Nation's Business cannot accept responsibility for loss or damage of this material.

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Cover Photo by Walt Sanders from Black Star

VOLUME 30 NUMBER 11



The future is what we're fighting for, isn't it?







Every reader of this advertisement believes, somehow, that the future is worth the fight. Production records say so. Your personal sacrifices say so. Your crowded hours say so.

We read your hearts as we read our own.

But what about this future, anyway? Are we going to accept it as it is served up to us, or are we folks in industry going to do a job of pre-fabrication on it?

We can, you know.

We *can* do some Imagineering, here and now. We *can* decide where we go from here. We *can* slip an eighth day of thinking time into our crowded seven-day week, if we will.

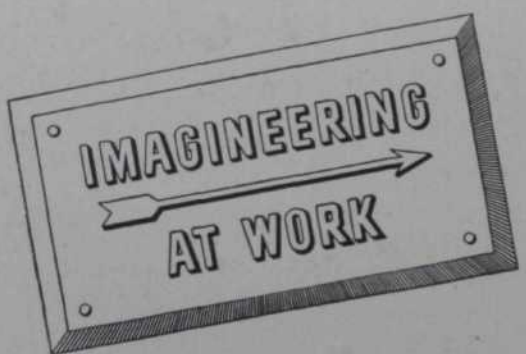
We can build new models, in our minds at least. We can take the facts and the promise of the new materials and methods we are learning about in the war, and dream them into the new products and improved services that will make new jobs.

We can even provide the wherewithal which will prime the future. Every War Bond we buy does that.

The future is more than a hope. It is a duty.

Getting together on future ideas is putting Imagineering into practice.

Might you and we do just that, for the sake of the boys who are fighting to give us all a future? ALUMINUM COMPANY OF AMERICA, 2125 Gulf Bldg., Pittsburgh, Pa.



ALCOA ALUMINUM

Through the Editor's Specs

Hazards of censorship

IN ALL the censorship discussion of President Roosevelt's swing around the country, we failed to see in print any information about one serious situation which arose when the President was in Detroit. It seems that, while Mr. Roosevelt was touring a Detroit war plant, a foreman was pointed out to him as "Pinky." The President called above the factory din, "Hi, Pinky," and warmly shook the hand of the astonished foreman. That night, while newspaper and radio silence still shrouded Mr. Roosevelt's Detroit visit, Pinky rushed home to tell the Little Woman that the President of the United States had that day called him by name and shaken his hand. The Little Woman transfixed Pinky with a round eye and uttered judgment: "Huh, drunk again!"

For several days it was nip and tuck in "Pinky's" household and the situation, as the diplomats say, deteriorated so rapidly that the divorce court loomed dead ahead. It was only after the President returned to Washington and the press was allowed to confirm "Pinky's" story, that domestic tranquillity was restored.

It just goes to show that war-time secrecy has all kinds of unexpected hazards.

The supreme test

THE other day a Washington correspondent waded through the directives and regulations governing increases in salaries of more than $5,000, and came up with this:

> If you and your employer agree to raise your salary to more than $5,000 because of additional or more important duties, you must explain your grounds for doing so to Director Byrnes. If he disagrees, you are both equally guilty.

That states the situation with approximate correctness, as we understand it. Of course, Director Byrnes cannot personally review every case, and must assign the task to subordinates. Whenever government substitutes the rule of men for the rule of written law, it takes on a well-nigh impossible task. At best it is a necessary evil. If government is to maintain the respect and confidence of its people it should make sure that men endowed with such powers should be

> Tall men, sun-crowned, who live above the fog
> In public duty and in private thinking.

"Be watchful . . ."

"BE WATCHFUL and strengthen the things that remain," the Bible counsels us.

Nowhere is the deep meaning of this injunction better understood than in the thousands of American communities where local self-government has meant, for generations, that neighbors dealt with neighbors and that the individual had a deep-rooted sense of political responsibility. You see it manifested in our Black Star cover photograph, showing men chosen by their neighbors for political responsibility taking the oath of office.

The American revolution was ignited by the collision of two social philosophies. The first, and older, insisted that people should subject themselves to rule by an aristocracy born to leadership. The second held that rulers should be selected with the consent of the governed from among the governed, and that "simply because something ought to be done was no reason why the federal Government should do it." In other words, local self-government. The American colonists chose the second philosophy and established a way of life which has been the marvel of the civilized world for a century and a half. Generations of their sons and daughters carefully guarded that way of life and improved it.

The complexity of modern life, especially in times of great stress, forces government farther and farther from the individual and from local communities. It tends to become a thing apart from the people who give it being. History teaches no sterner lesson than the fact that, whenever the people surrender local responsibility, they surrender control over their daily lives. Every American should take to heart the admonition:

> Be watchful, and strengthen the things that remain.

!!?XX

W.P.B. makes public a model "get tough" letter in which a war contractor berates a subcontractor for "getting us into a helluva mess" and for failing to do "one damn thing you promised to do." The contractor demanded action—or else, he said, he would send a "whole army" of representatives to get it. This letter was cited by George C. Brainard, chief of W.P.B.'s tool division, as "the way I'd like to have all of our contractors talk."

Seems to us this policy has merit, but it could backfire. Suppose John Q. Citizen, for example, took his cue from high government officials and started writing letters to Leon Henderson demanding to know "where the blankety-blank is my blankety-blank gas ration card?" Or to General Marshall: "Where the so-and-so is that second front?" Or to Justice Byrnes: "Come on with that economic stabilization or I'll send my whole family to Washington to do the job!" Or to Jim Landis: "Get that civilian defense program going blankety-blank quick, or else!" We like to keep in step with trends, so we'll end this by asking "what the &!!!? goes on here?"

Quite so, Colonel!

SIGN on a farm vehicle parked in a downtown Washington street: "DIFFICULT ACRES." Reminds us of an Army colonel friend who, when asked at a dinner the other night whether he thought this was the hardest war ever fought, cautiously replied:

> Well, this is quite a war.

Note on Manpower

ONE of the country's most important business men analyzed the effort required by his organization to fill out government reports, and discovered his office averages one report to Washington every 14 minutes of every working day. That means, of course, that somebody in Washington receives these reports and presumably studies them. Still more reports no doubt are then made to other government officials on the basis of the business man's reports. For a more detailed picture of the paper work incident to staying in business these days, we refer you to the article on page 38 by T. N. Sandifer, "Making Swords



Full speed ahead...

we've got a date with the Axis!

• The arms American industry is turning out in ever-increasing quantities can't gather dust at home. They've got a date to keep—with the Axis! So the conductor's signal sends the fast freights roaring down the main on wartime schedules. Erie trains are proving to industrial America that transportation *can* keep pace with production.

If you must travel, make reservations early to avoid inconvenience. We will do our best to give you the comfortable, friendly service you have enjoyed in the past.



From Pen Points." Some day we'll report to you who reads the reports.

Elmer weeds the handouts

IN LAST month's issue Senator Tydings of Maryland contributed an article entitled "Ideologies in the Budget," in which he described the waste of taxpayers' money caused by the tremendous volume of government publicity handouts from overlapping federal offices. Since then Elmer Davis, chief of the Office of War Information, has announced curtailment of a number of so-called handout "services," and still others are slated for abolishment. Mr. Davis deserves applause for walking where angels have feared to tread. But, although he has stopped a number of the publicity mills, he hasn't been able thus far to dispose of the mills. The personnel formerly engaged in turning out the handouts continues on the pay roll. However, Mr. Davis has made an excellent start.

Meatless Wednesdays

THE WELFARE and Recreation Association, a federal agency that operates 55 restaurants in government buildings in the Washington area, is making the meat shortage as painless as possible for thousands of government workers. We strolled down to the National Gallery of Art cafeteria recently and stood in a long line of hungry men and women, waiting for a tray. A sign on the wall said the Association restaurants had served no meat on Wednesdays since Sept. 2 and would serve none until the war ended. We tried macaroni and cheese, fresh fruit salad, a warm roll, butter, peach pie and iced tea (with a spoonful of sugar dumped into the cup by a girl who did so only on request). We later decided that, with such a diet, the army of civilian employees in Washington could march a long way on its stomach. The National Gallery of Art cafeteria feeds about 1,000 a day at lunch, most of them government employees from nearby buildings. The gallery has a daily average attendance of around 3,600 to look at the paintings and sculpture. We didn't discover where or what the visitors eat.

Second things first

WE HAVE just heard of the man who rushed to the nearest Internal Revenue Bureau office after receiving a form letter asking him to appear and explain his income tax return. The form letter bore the notation, "Second Request."

Hat in hand, he explained that the second request was the first he had received.

"That's all right," said the tax collector. "We ran out of the first-notice forms. Besides, we get better response from second requests."

Argument for planning

ADVOCATES of intensive planning for post-war commercial and industrial development are gaining converts, although there is still a large group which believes we must concentrate all our thought and energy on the immediate war effort and leave the planning until later. In reply to the latter group, the Cleveland Chamber of Commerce recently addressed the following:

The brief and rather blunt answer to such comment is that neither Tojo nor Hitler has failed to plan in detail not only activities for Germany or Japan but for the conquered countries. It is believed that in the list of conquered countries appears the United States of America. Therefore, the Cleveland Chamber of Commerce continues to press its deep interest in post-war planning, and do everything possible to organize it.

Progress—Giddap or whoa?

IN ITS 26 years as a great journal of business morality and progress, NATION'S BUSINESS has introduced thousands of products, devices and services to its alert and astute readers. This month they will find in its advertising columns one of man's earliest servants, the horse, here offered for the first time.

We should like to know whether to take our eyes off Detroit temporarily, and look toward Indiana, Missouri and Kentucky. And whether this is progressive liberalism or black reactionism.

"Obey that impulse" aid

HOW many times have you regretted that you didn't follow through on an impulse to write a "thank you" note for something that pleased you? Our friend J. Kennard Johnson, general manager of the Miami Chamber of Commerce, has found a way to beat the human tendency to put off writing "thank-you" letters. He has printed up a batch of postcard "Thank-U-Grams" which he keeps on his desk. When the urge seizes him to express appreciation in writing, he simply takes up a "Thank-U-Gram," scribbles a brief statement about what he's thankful for, signs his name, and the good deed's done.

It's a handy way to perform the kind of courtesy that people always talk about but so often overlook. A few words of appreciation mean more in these strenuous times than ever before. Mr. Johnson credits the idea to E. A. Harlan of the Boise Chamber of Commerce.



OUR Rangers, like the Commandos, are tough and rugged fighters. Yes, tough as cast iron pipe—a comparison that is a high compliment. For cast iron pipe has been known for nearly three centuries as one of the toughest, most durable and longest-lived of all engineering materials. The *proved* useful life of cast iron pipe is at least double the *estimated* life of other pipe used for water, gas or sewer mains. Costly replacements that would be necessary with shorter-lived pipe are avoided by the use of cast iron pipe. It is the only ferrous metal pipe, practicable for underground mains which rust does not destroy.



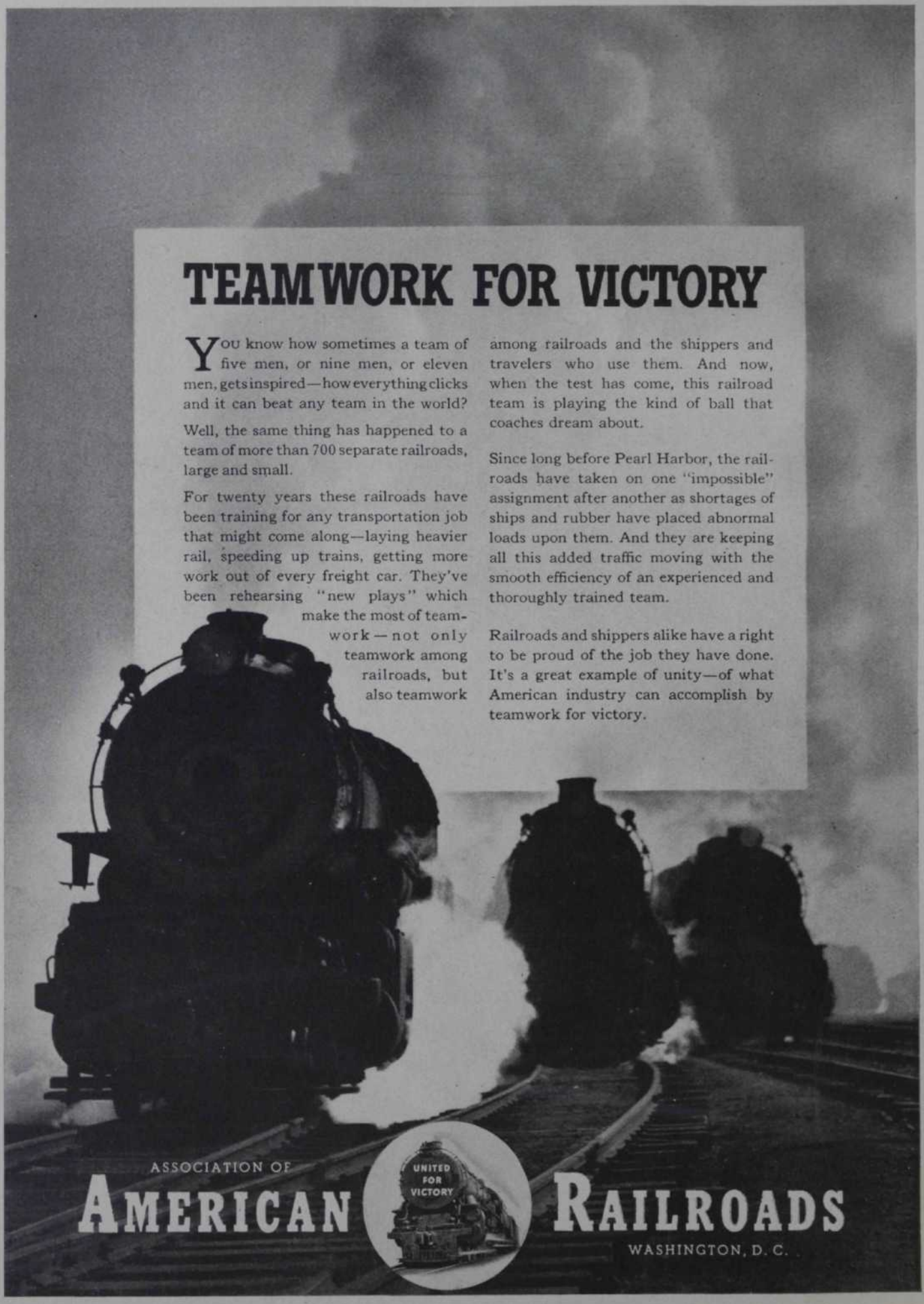
Unretouched photograph of more-than-century-old cast iron pipe still in service in New York City.

Pipe bearing this mark is cast iron pipe

Available in diameters from 1¼ to 84 inches.

CAST IRON PIPE No. 1 Tax Saver

CAST IRON PIPE RESEARCH ASS'N, T. F. WOLFE, RESEARCH ENGINEER, PEOPLES GAS BLDG., CHICAGO



TEAMWORK FOR VICTORY

You know how sometimes a team of five men, or nine men, or eleven men, gets inspired—how everything clicks and it can beat any team in the world?

Well, the same thing has happened to a team of more than 700 separate railroads, large and small.

For twenty years these railroads have been training for any transportation job that might come along—laying heavier rail, speeding up trains, getting more work out of every freight car. They've been rehearsing "new plays" which make the most of teamwork—not only teamwork among railroads, but also teamwork among railroads and the shippers and travelers who use them. And now, when the test has come, this railroad team is playing the kind of ball that coaches dream about.

Since long before Pearl Harbor, the railroads have taken on one "impossible" assignment after another as shortages of ships and rubber have placed abnormal loads upon them. And they are keeping all this added traffic moving with the smooth efficiency of an experienced and thoroughly trained team.

Railroads and shippers alike have a right to be proud of the job they have done. It's a great example of unity—of what American industry can accomplish by teamwork for victory.

UNITED FOR VICTORY

ASSOCIATION OF AMERICAN RAILROADS

WASHINGTON, D. C.

"Old Gabe" multiplies

THE FAME of "Old Gabriel," the Norfolk & Western's shop siren, which after 59 years of workaday duty has been drafted for service as an air raid siren in Roanoke, is spreading over the land. Last month we told readers of this magazine about "Old Gabe," and now we learn that other communities are requesting blue prints of the 59-year-old whistle. Latest to ask for drawings are Peach Creek, W. Va., the city of Norfolk, Clinton, S. C., and Boulder, Colo.

Business foresight

EVER stop to think what war pressures might have done to telephone service if A. T. & T. had lacked the foresight and courage to mechanize the telephone system from coast to coast? The load is heavy, but telephone communication is standing up very well. It could so easily have been a different story if A. T. & T.'s officers and engineers had lacked the vision and fortitude to spend great sums of stockholders' money in the lean years to develop the dial telephone.

Even so great a visionary as Alexander Graham Bell would have blinked his eyes at the block-long telephone switchboards being installed in some of the new Washington war agencies. Tens of thousands of calls, incoming and outgoing, are completed with a degree of speed and efficiency which would have seemed unbelievable a few short years ago. The superb service rendered by American utilities no longer astonishes anyone, for its excellence has become standard.

Industry's recruiting

PRODUCTION of war machines is the biggest but by no means the only way in which American industry is working direct with the armed forces today. Consider, for example, the International Harvester Company's recruiting, from among its own employees, of a special maintenance battalion for the Army's armored divisions. More than 3,000 Harvester employees already were in the Army, but when the Ordnance Department sought a battalion of machinists, mechanics, welders, blacksmiths, radio experts and others to service an armored division abroad, Harvester volunteered to help find the men. An Army officer moved into the Harvester offices, notices were sent to employees asking for volunteers, and more than 1,000 responded. The Harvester battalion will be composed of 859 men. Similar recruiting activities are expected to go forward in other large war industries, which must train new men—if they can find them—to take the place of the battalion members.

Please save stamps

IN HIS cartoon illustrating the article by T. N. Sandifer (page 38) Charles A. R. Dunn, our staff artist, has scored another small triumph over the legions of accuracy. He spells "questionnaire" with one "n." By the time our eagle-eyed proofreader pounced on this manifestation of the Dunn disdain for convention the plates were made and on the press.

We mention this here at the insistence of the man who had to write all the letters which subscribers sent in the time Charley drew three men rowing on the same side of a boat in utter contempt for the necessities of practical seamanship. Dunn called that artistic license. That was the same thing he said when we caught him putting a left-handed third-baseman in a baseball picture. This time he just shrugged his shoulders.

"I think he did pretty well, at that," the office cynic commented. "He spelled 'work' right—and he doesn't know anything about that, either."

Obituary

WE ANNOUNCE with regret the passing of a peculiarly American institution, a locally sponsored and operated war activity in San Francisco.

Born on August 6, 1941, the deceased, known as the War Industry Committee, led a highly useful life for 12 months and 25 days. It did its work without publicity—inventoried all manufacturing capacity, pooled small establishments, furnished engineers, provided management committees to speed the work. It was responsible for nearly $100,000,000 in production contracts for the San Francisco section.

The committee set a record of approximately 12,000 personal contacts with government procurement agencies, prime contractors, and industrial plants in its area. W.I.C. left an estate of $5,149.12, that being the balance remaining from contributions of $25,902.50 for its year's work.

The cause of death is generally attributed to an infection called duplicatio federalensis,—more specifically, a decision of W.P.B. to set up facilities to do the work formerly admirably performed at no cost to the government by W.I.C.

The deceased left many friends but no relatives, a matter of great regret to the community because it was the last of a family which did much to build the West. R.I.P.

An Invitation to a

MACHINERY MANUFACTURER or INVENTOR

to plan with us NOW for an enlarged business AFTER THE WAR

We are one of the leading makers of machinery in our field. Our wrapping machines are now used by hundreds of concerns—in the food, drug, candy, tobacco, dairy fields, etc. Our plant is modern, and is manned by skilled craftsmen. Our engineering and designing staffs have first rate inventive ability and have been responsible for many outstanding improvements now widely used by the package goods industry. And our current designing work for the war effort comprises such new developments as a cartridge clip loading machine, a new Navy lamp, a gun sight and a designing assignment for a large steel company.

Being heavily engaged in war work—both designing and manufacturing — we have greatly enlarged our facilities. Consequently, we will be in a position to build a larger line of machinery when the war ends. In preparation for this, we are now working on ideas for expanding our regular line of machines. But we want to do more.

We are thinking of adding other lines of machines used by industries we do not now serve.

● You may have ideas for new machinery which need development. We'll be glad to discuss them with you, and if mutually satisfactory, will develop them with you.

● You may have a machine or machines which you have been making in your own plant, but which you could make with greater profit in ours.

Our final arrangement may result in your coming into our company—or it may be worked out on some other desirable basis.

If you feel you have something on which we might work together, we suggest that you communicate with us, giving full particulars. We can then arrange for a meeting.

PACKAGE MACHINERY COMPANY, Springfield, Mass.



What about the replacement COST of keymen?

FRONT office executives realize today more than ever before how vital are their keymen—how vital and how difficult to replace.

For it's these keymen who are keeping production going, who are aiding so significantly in planning for tomorrow. When these men die, they must be replaced or essential work goes undone. Yet replacement is difficult for effective management must be created through training, through a period of adjustment to your organization and activities.

Recognizing this, more and more, top executives are instituting plans to protect their companies against the loss of keymen. They are insuring these men in favor of the company in amounts directly related to their salaries.

Thus, the business is indemnified for the loss at precisely the time when such indemnification is needed to finance adjustments of personnel, to pay any salary increases which might be encountered in filling the post left vacant and to aid in paying for the inevitable costs of training.

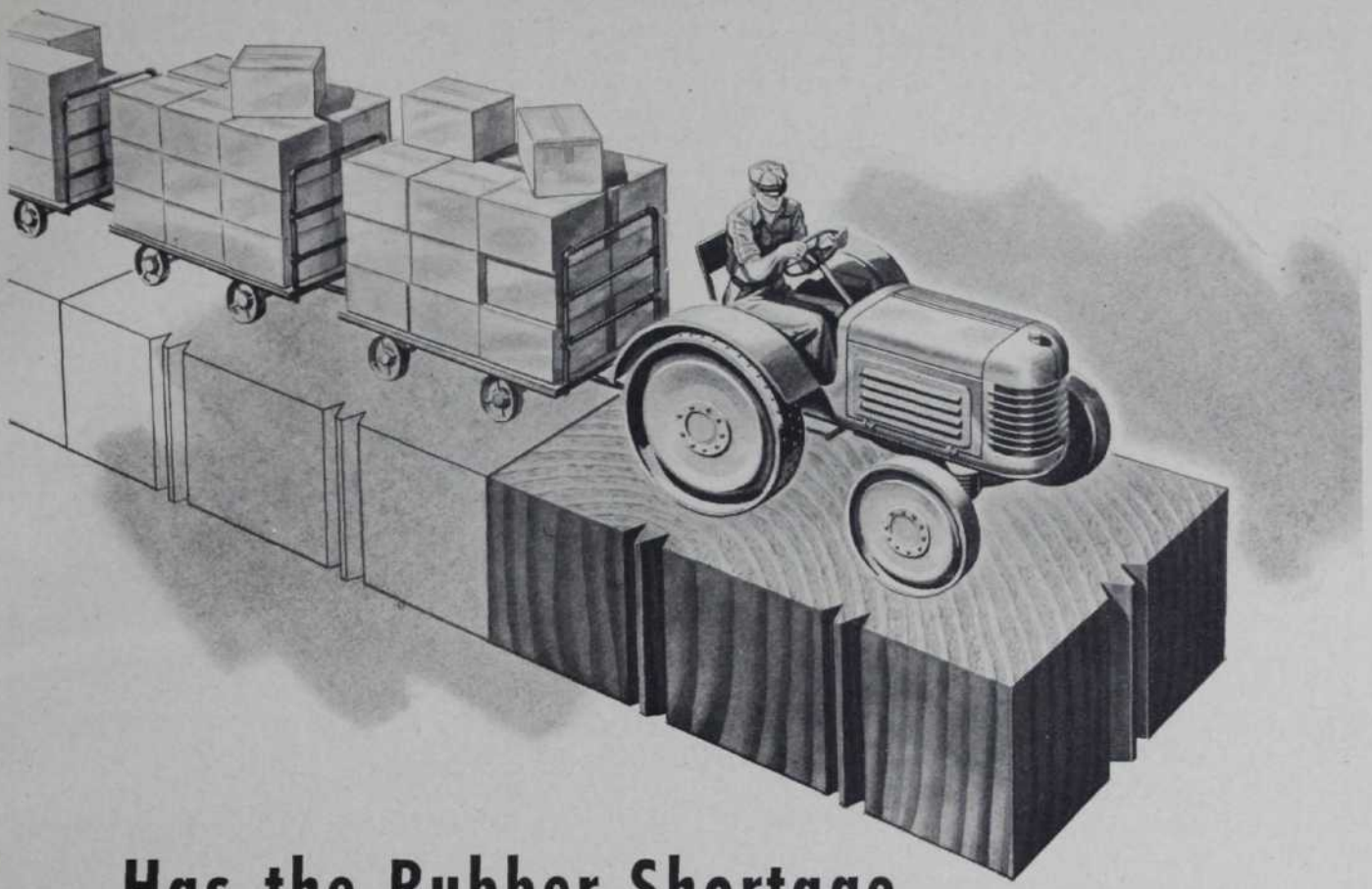
Northwestern Mutual Life Insurance on keymen enables a business to protect itself at low cost. It has, also, a secondary advantage in that it assures the accumulation of a special, segregated surplus in the cash values of the policies.

Ask your Northwestern Mutual agent about plans for keymen insurance, and the way in which such plans can be adapted to the situation in your own organization. Here's one worry you can get rid of.

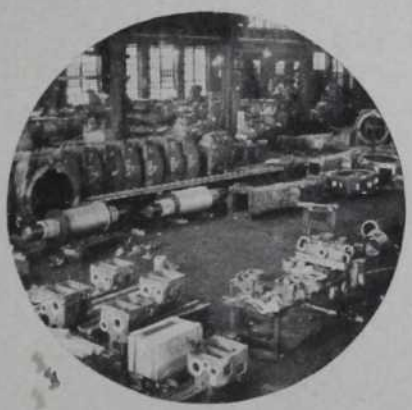


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SYNTHETIC RUBBER— SUBSTITUTE OR SUCCESSOR?

THERE are so many conflicting stories about synthetic rubber, that many people think of it only as a chemical makeshift that may tide America over until the rubber plantations are recaptured.

But such belief ignores the fact that synthetics like Goodyear's Chemigum have been successfully used—*for the past four years*—to handle oil, gasoline and other solvents destructive to natural rubber!

It fails to consider that tires made of Chemigum back in 1940 delivered longer tread-wear in road tests than the best natural rubber tires.

Nor does it recognize that specially-compounded Chemigum control-fittings in stratosphere bombers remain pliant and flexible at sub-zero temperatures where natural rubber turns stiff and brittle.

The fact is, the chemist can vary the basic structure of synthetic rubber in manufacture, to give it specific properties that make it superior to the best natural rubber compounds for many uses, though not all.

The reason why Chemigum and other synthetics have not been more widely employed is that high cost of production has up to now limited their use to those applications, mostly industrial, where natural rubber never functioned satisfactorily.

The war is changing that. Today new mass production facilities are already providing Chemigum tires and other rubber needs of the military services at a cost far below what once seemed possible.

With still greater expansion now under way, it is not inconceivable that in years to come synthetic rubber may not only cost less to produce than natural gum, but may supplant it in the many uses where it is superior by pre-determination, making America independent of foreign supplies.

CHEMIGUM

THE GREATEST NAME IN RUBBER

GOODYEAR

Chemigum—T.M. The Goodyear Tire & Rubber Company

Nation's Business
NOVEMBER
1942

Beat the Drum, Not the People

THIS month has brought much controversy over public statements that "We are losing the war," and counterclaims of "'Tain't so." A more fundamental question is: "Are we fighting the war?"

In arriving at the answer to this question there is danger that we overlook the home front. In our zeal to emphasize the sacrifices and heroism of our men on far flung battle lines, our perspective should not be lost. There has been too much scolding the home folks, too many public indictments of their "complacency," too much lashing out at their alleged lack of patriotism. We don't know of any group of free-born Americans who respond to such leadership.

Nor, for that matter, do we recognize the right of any group to talk in such manner to their fellow citizens. Rubber Administrator Jeffers, in such an atmosphere, retorted to a Senate Committee, "I'm assuming I can trust Americans!"

By implication our attitude shows that we do not trust the people. In mobilizing our war effort in the fields of rubber, gas, sugar, rents, fuel oil and meats, we do not even try persuasion and exhortation; our approach is a threat of "$10,000 fine or ten years in the penitentiary." Even our solicitation of bond purchases carries the veiled warning, "or else—compulsory loans." And all in the name of democracy! Democracy, it seems, can be trusted only at the polls!

We submit that this is no way to treat the American people.

Why not give this home army of ours the credit which is its due? It does not detract from the bravery of our fighting men to say that there are combat forces on the home front, too. Those who would whip and scold civilians to a fighting pitch may well consider Anna Masterson, who, with her fellow workers, daily braves the perils of typhus to manufacture antityphus vaccine. Although every precaution is observed, not a single one of such workers escapes the typhus infection in some form, mild or severe.

We should hear more of Lottie Kuras, who fills glass ampules with a liquid which must be handled at a temperature of 90 degrees below zero, then sealed with a searing hot flame. She and others engaged in this operation have suffered dangerous burns—but the work goes on. For every Masterson and Kuras there are other thousands who, with skill and sweat, are binding the units of a human machine into a complete harmony of purpose.

The heart of America is sound. It knows what it is fighting for. And it is fighting. It deserves more of the spirit of "Come on, let's go!" than "Do this, or——." Its tradition is a willingness to be led; its aversion is deep-seated against being driven. The President has wisely called for an end to the haranguing of the people. Even that is not enough for equally blighting is the attitude of those who would curb the spirit and spontaneous activities of a citizen. Bureaucrats discount individual initiative.

A retired Army officer, veteran of '18, startled a little group of friends the other day with "This war will be won on our own soil, here in the United States."

"You don't mean invasion?" began one.

"No, not that," he replied. "I mean the direction and drive of the last stages of the war will come from civilians. Their spirit will win or lose this war."

Field Marshal Von Hindenburg likewise went on record as to the part the Americans on the home front played in World War I. They had little discipline and compulsion, yet, he said, "they understood war!" To expect less of the spirit of America today is to libel the American people. It is a disservice to the nation as well.

Merle Thorpe

There's a Heavy Production Schedule at the Willard Battery Plant and TRUCK-TRAILERS HELP MAINTAIN IT!



☆ Check virtually every type of our Army and Navy mobile equipment . . and you'll likely find Willard Storage Batteries doing some vital job. They're doing scores of extraordinary tasks for essential industries as well.

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Take the delivery of battery boxes, for example. Many of the boxes used at the main plant in Cleveland come from Chicago . . thousands of boxes a day. That's a lot of bulk, so, with limited storage space, promptness and flexibility of delivery are of the greatest importance.

That's why, two years ago, they began using Fruehauf Trailers for this difficult haul. Several Fruehauf Trailers, each carrying 10 to 12-ton loads (but pulled by economical 2 to 3-ton trucks) make the 350 mile, door-to-door run in 15 hours . . right on time-table schedule.

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Thousands of companies in scores of kinds of war work are finding that Fruehauf Trailers do the difficult hauling jobs more efficiently and economically.

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Convert

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FRUEHAUF Trailers

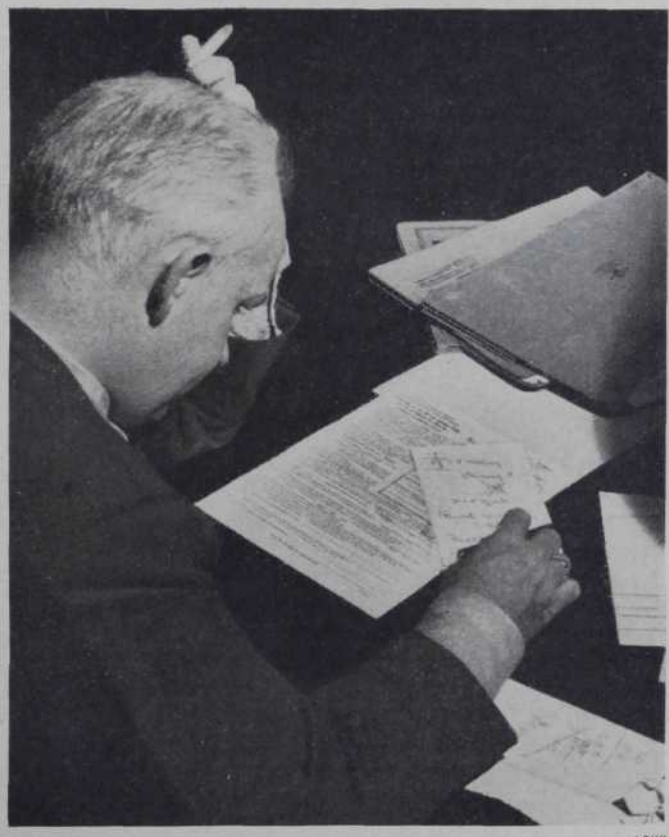
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TRUCK-TRAILER TRANSPORT IS DOING AN ESSENTIAL JOB FOR ALL AMERICA

Manpower for Our Third Army

By Sen. HARRY F. BYRD, of Virginia

THE American citizen must prepare to face with patience and intelligence the most far-reaching controls over his everyday life that he has ever experienced. Toward a better understanding of what's coming we asked Senator Byrd to discuss some of the factors that are involved.



LOHR

Thousands of man-hours will go into filling out applications—more complicated than income tax blanks—giving information ranging from cubic feet of rooms (fuel oil rationing) to evidence that tires were not misused (gas rationing)

FROM its limited and dwindling manpower supply, America today is recruiting three armies: one to do the actual fighting; another to produce the necessary armaments, and a third to police the civilian population under the most sweeping regimentation and rationing program this nation has ever known.

The first two of these armies are the familiar adjuncts of every war. Theirs is the sweat and toil and blood and courage from which victory has always been wrought; but this third army is a new idea, strange to the American way of life, and foreign in its origins—a creature of the Fascist state adopted by Democracy to defeat the Fascist States.

It wears no uniform, and its weapons are legal writs and ration cards rather than machine guns; but, within its field, its powers are as absolute as those of any army of occupation and its duties are much the same. Its objective is the complete and compulsory regimentation of the entire civilian population, from the biggest blast furnace to the humblest American fireside, so that 122,000,000 noncombatants in the United States may, in the conduct of their daily lives, make every possible contribution toward a speedy and total victory.

This army, which will embrace hundreds of thousands of administrative officials, clerks, stenographers, investigators, lawyers and agents, is making its American début in this war because, for the first time in history, our Government has committed itself and the American people to a program of all-out economic mobilization and to a policy involving the compulsory regimentation of production, the wholesale rationing of consumption, the arbitrary allocation of essential supplies, and the absolute control of prices, wages, salaries, profits, and civilian life in general.

This policy, of course, by its very nature, rejects the proposition that the civilian population can be relied upon to carry out voluntarily, and as a matter of patriotic impulse, the economic doctrines promulgated in Washington. Instead, the principle of compulsion is its life blood and its essence.

The wisdom of such a course is no longer open to question. It is far too late now to debate the point, since our Government has definitely decided upon this policy and has worked it inextricably into the over-all pattern of war management. We, the people, have no alternative but to adapt ourselves patiently to it.

It is not too late, however, to examine critically the workings of this policy; to study its virtues and faults; to chart and avoid its most obvious pitfalls.

Its chief virtue—and the one which commended it favorably to the consid-



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eration of our national leaders—is the prospect it affords of conscripting 100 per cent of the population in the war effort. Successfully administered, it will leave no avenue of escape for laggards, slackers and malcontents. It demands equal sacrifice, equal contribution and equal responsibility for all.

In contrast to this promised advantage, however, it has one outstanding fault:

> Insofar as it requires the recruiting of this third army to police the economic actions of the individual citizen, it is wasteful of manpower—and manpower, in turn, above all other natural resources, is the chief essential of a nation at war.

Manpower is critical

MANPOWER, in the last analysis, will determine the strength of our attack upon the enemy at the fighting front. Therefore, in appraising this program of rationing and regimentation, it would seem prudent to examine first the exact extent of our human resources.

The nation's total labor force—agricultural and industrial—consists of 61,000,000 persons, according to the Census Bureau. Of these, the armed forces now plan to induct 10,000,000.

To equip this 10,000,000 soldiers, sailors, and marines army, will require an estimated 50,000,000 workers on the production lines and in the fields.

This will leave only 1,000,000 workers to supply the needs of our allies under the lend-lease program, and all our civilian necessities.

Before the war, however, some 53,000,000 workers were engaged in supplying these civilian needs alone. Although this number can be and has been reduced, production of the bare essentials of civilian life will still require a gigantic labor force.

Thus it is obvious, first, that our manpower resources must be greatly expanded by the addition of men, women, perhaps even of children. It is also obvious that, to whatever degree our Government, in the recruiting of this third army, diverts manpower wastefully, our striking power will be unnecessarily diminished.

In Washington today, therefore, this searching question is asked:

> How many persons will be needed to administer and enforce our economic mobilization policy?

The answer:

> Hundreds of thousands, if we may judge from our experiences in the initial stages of this program.

A corollary question which is proving equally disturbing in many quarters is:

> How much time will our citizens spend in finding their places in this scheme of regimentation?

To that the answer is that hundreds of millions—ultimately billions—of man hours of effort will be diverted from normal war-time occupations.

To substantiate these statements it is only necessary to examine the progress of this program to date, and the administrative machinery that has been set up thus far.

At the moment, the rationing program has just begun. So far only nine items of daily use are being controlled:

> Tires; typewriters; bicycles; automobiles; heavy rubber work boots and rubber work shoes; sugar; gasoline; fuel oils (in 30 states and the District of Columbia); farm machinery.

To distribute the first eight of these items among consumers, the Government has set up 5,580 rationing boards in as many communities. Officials of the Office of Price Administration frankly confess that they do not know how many individual members are serving on these boards, since the work is voluntary and the names do not appear on the federal pay roll, but they estimate the number at 25,000.

Scenes like this will become more commonplace as government controls are broadened

In addition, 15,855 paid employees are serving these boards, and about 10,000 other voluntary workers are connected with various phases of the entire O.P.A. program.

These boards, however, do not control farm machinery, the ninth item on the rationing list. Here the O.P.A. has delegated its authority to the Department of Agriculture which, in turn, has set up an entirely separate rationing system.

That system embraces 3,022 County Rationing Committees, each of which has one paid chairman, two volunteer members, and two volunteer alternates—a total of 15,110 persons.

To aid in otherwise gearing the rural economy to the war program, the Department of Agriculture has established 48 state and 3,022 county War Boards boasting a total membership of 15,542 persons, all on the Government pay roll. In each county one member of these War Boards serves as chairman of the County Rationing Committee without additional compensation.

In part, these U. S. D. A. War Boards duplicate the functions of the War Production Board, whose duty it is to see that critical materials are distributed to the greatest possible advantage among war industries and essential civilian users.

Agencies with many branches

THE War Production Board itself now maintains 128 branch offices in 12 regions and 116 districts, employing 20,429 persons, fewer than 300 of whom serve without compensation.

To administer its price control program, the O.P.A. has likewise established a nation-wide chain of field agencies numbering about 100 regional, state, and district offices.

To administer its rent control program, the O.P.A. had by October 1 set up 200 branch offices in the 190 districts. Some 35,000 persons are employed to staff these various agencies.

Then there is the Office of Defense Transportation which, among other things, regulates the operations of 4,700,000 trucks, buses and taxicabs. To do this work, it has nine regional and 142 district offices, though its total pay roll to date is relatively small.

These are the basic units of our Third Army. Its outposts are 12,251 government offices in every state, county, industrial area and strategic city.

Enrolled for service with these units in September were 125,000 persons. Their number was growing hourly.

These, it must be remembered, were only the basic units of this army. Acting as auxiliary units were untold other agencies of Government and unnumbered thousands of Government employees.

At the time of the Baruch Rubber report, for example, a score of Government departments and bureaus dealt with some phase of the rubber problem. A dozen more controlled the production, flow, and distribution of oil. Twenty-seven others supervised matters affecting labor. And on October 3, President Roosevelt created a new master-agency—the Office of Economic Stabilization—to direct and coordinate the activities of all these others.

As an example of the complexity of the administrative problem with which our Government has burdened itself, note the situation with respect to sugar.

Today the following departments and bureaus of the Government have set up special sections to deal with sugar or have employed sugar experts on their staffs:

The Department of Agriculture; the Bureau of Agricultural Economics; the Food Requirements Committee; the Department of Commerce; the War Production Board; the Office of Price Administration; the Department of State; the Reconstruction Finance Corporation; the Board of Economic Warfare; the Import-Export Bank; the Commodity Credit Corporation.

Several other agencies such as the War Shipping Administration also have occasion to deal with sugar but, so far as can be learned, employ no staff of experts for that work exclusively.

To complete the picture as it stands today, add to this army of clerical workers the tens of thousands of teachers and students who gave many days to the distribution of sugar ration books and gasoline rationing cards.

All of this is only the beginning!

Expansion ahead for civil army

UNDER the President's October 3 order, this system of economic controls is to be vastly extended. Profits are to be limited. Salaries above $5,000 are to be frozen. The wages of 50,000,000 workers are to be regulated. Migration of labor is to be checked. Rents are to be completely controlled in every village.

To accomplish these aims, it will obviously be necessary either to set up enormous new agencies or to expand existing ones by employing thousands of new workers.

Actually the War Production Board alone among the economic stabiliza-

(Continued on page 70)

ACME



Thousands more workers will be required to check the additional information to be required to get ration cards

Social Reform Opens a New Salient

By H. C. ATKINSON

THE Administrator of the Ohio Bureau of Unemployment Compensation reports on the battle against federal control

MOST employers have forgotten a controversy which raged seven years ago over legislation to create an Unemployment Insurance system.

For them it has become mainly another item in the cost of doing business. Except for a handful of private experts in the field, the law and its system of operation are considered settled issues.

The truth, however, is that there is a great and serious controversy. The issue is this:

Shall all authority over unemployment compensation be transferred to a federal agency?

Within that controversy is another. One side regards unemployment insurance as an insurance scheme. Most of those who believe this also concern themselves with the preservation of a competitive economy.

The other side views unemployment compensation as a social mechanism for establishing a minimum living standard. To them it is an auxiliary to relief agencies and public works. Those committed to a planned economy generally adhere to this group.

Since, presumably, almost all employers believe in a competitive, or Free Enterprise, system, it is obvious that they still have something at stake in taking a part in the controversy. Since unemployment insurance will continue to be a cost of doing business, they surely should prefer to include the cost as part of their insurance obligations rather than to have an item on their books which represents a charge placed there by social reformers as part of a permanent relief system.

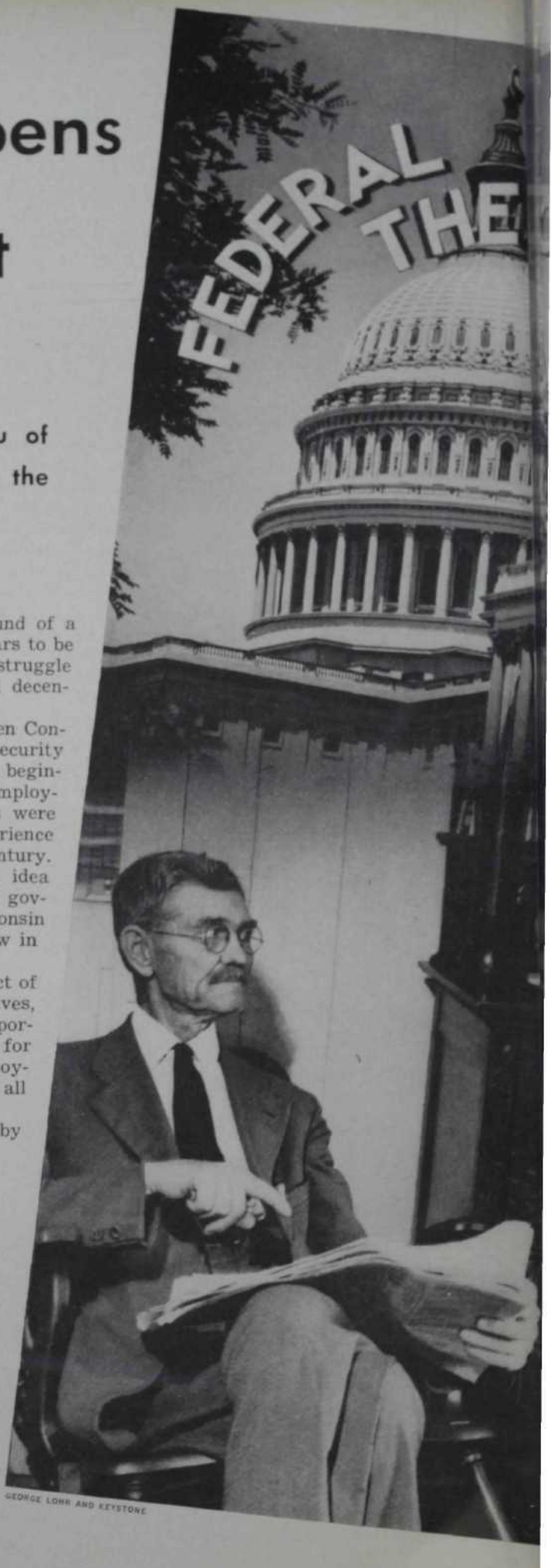
Moreover, the issue will determine who shall control a fund which now amounts to $2,800,000,000 and will become much greater as time passes.

What is the background of a controversy which appears to be the newest focus of the struggle between centralized and decentralized government?

Even before 1935, when Congress passed the Social Security Act, America had made beginnings in the field of unemployment insurance. Studies were based on European experience dating back half a century. Bismarck pioneered the idea in actual application to government operation. Wisconsin passed the first state law in 1932.

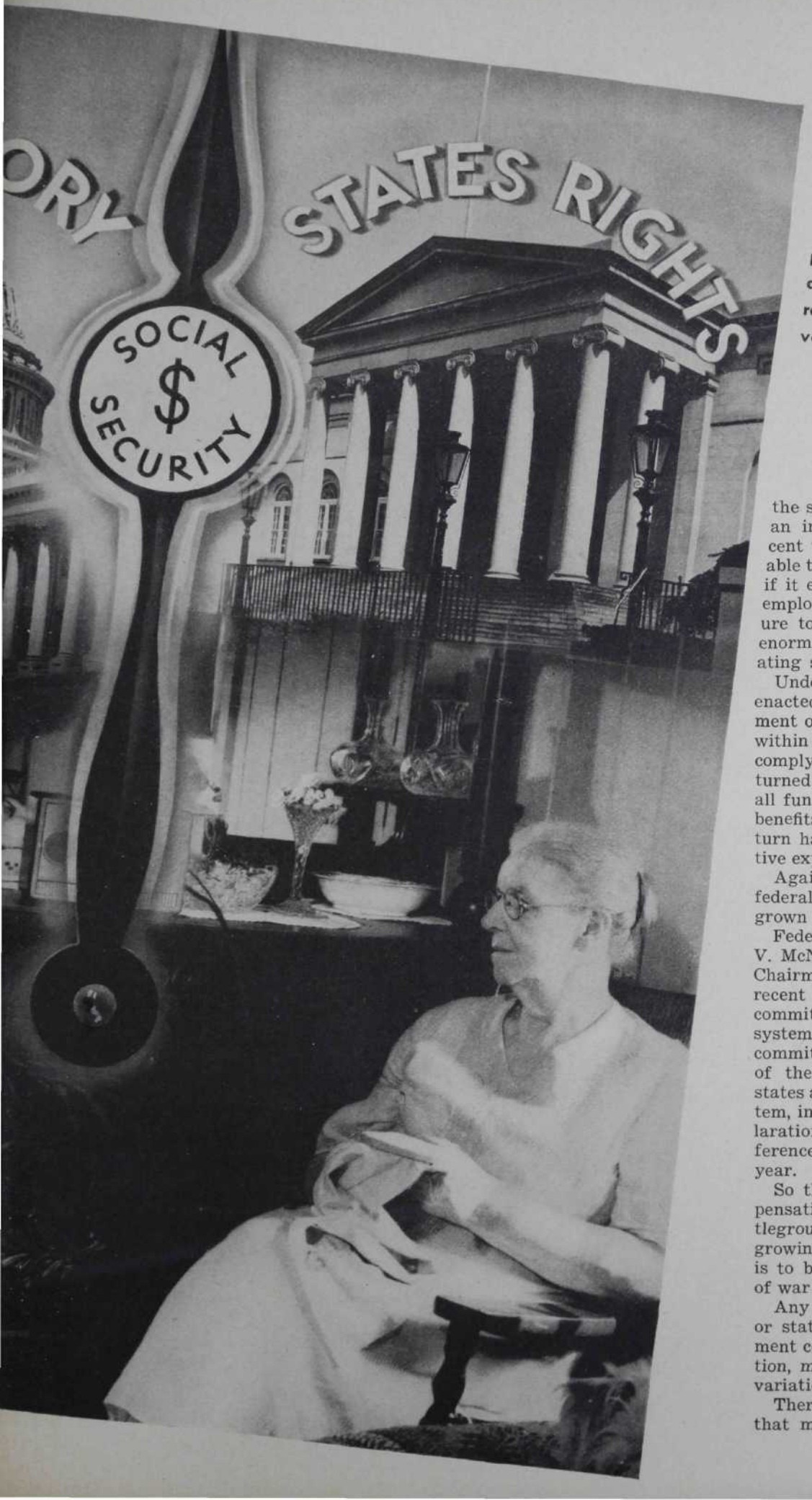
The Social Security Act of 1935 had several objectives, but one of the most important was that providing for the enactment of unemployment insurance laws in all states.

Uniform acceptance by



GEORGE LOHR AND KEYSTONE

If authority over unemployment benefits is transferred to the federal Government, it becomes a part of the federal relief system and operates as a dole



Under state control, unemployment compensation operates as an insurance system, retaining flexibility, with solvency regarded as important

the states was attained by imposing an initial federal tax of three per cent upon pay rolls, with each state able to recover 2.7 per cent of this tax if it enacted a satisfactory state unemployment compensation law. Failure to enact such a law meant that enormous sums from the non-cooperating states would go to other areas.

Under this compulsion, each state enacted laws providing for the payment of benefits as it viewed the need within its own boundaries. Each state, complying with requirements has turned over to the federal treasury all funds collected for the payment of benefits. The federal Government in turn has provided for the administrative expenses of each state system.

Against this general background the federal versus state control issue has grown in intensity.

Federal Security Administrator Paul V. McNutt and Social Security Board Chairman Arthur J. Altmeyer have, in recent testimony before congressional committees, contended that the entire system should be federalized. The same committees have recorded the protests of the Governors of more than 40 states against federalization of the system, in addition to the unanimous declaration passed by the Governors' Conference at Asheville, N. C., earlier this year.

So the field of unemployment compensation literally has become the battleground to determine whether the growing centralization of government is to be limited where administration of war operations is not a factor.

Any argument as to whether federal or state administration of unemployment compensation best serves the nation, must recognize certain economic variations.

There are roughly a dozen states that may be classified as "the most

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Insurance OR Relief

If unemployment compensation is to reflect *insurance* principles, as an auxiliary to our wage system, these general characteristics will be retained or strengthened:	If unemployment insurance is to become an instrument of auxiliary *relief*, contributory to planned economy adjustments, these general characteristics will emerge:
Primary Purpose	
The primary purpose is to pay to the worker, when he is unemployed through no fault of his own, a limited series of weekly benefits from reserves built up when full employment was available; eligibility is an important concern.	The primary purpose being to place money each week in the hands of each worker during any period of unemployment, continuing if possible until he is re-employed, the specific reason for his unemployment is of minimum concern.
Benefit Basis	
Benefits will be paid to the individual who earns them—payments being a "right," not a gratuity.	Broad general benefit groupings will be established. Treating each worker's case on an individual basis will lessen or disappear.
How are Benefits Determined?	
Previous earnings will be the principal basic factor in determining benefits. Tests bearing on the merits or demerits of each individual case will continue; such factors as dishonesty, pregnancy, quitting to get married, quitting "without just cause," participation in strikes, etc., will be reflected in reduced or voided benefits.	*"Need"* and the number of persons in a worker's family will be the basic adjusting factors in determining the amount of weekly benefits, without definite "insurance relationship" to previous earnings. Penalties (reduced benefits and disqualifications) involving the merit of reasons for quitting, or of dismissals, will tend to be reduced or eliminated.
Benefit Amount	
Benefit amounts will continue to vary with the type of worker, the enterprise in which he is employed, the state where he lives, and the degree of skill which he brings into the labor market.	Benefit uniformity will be used as an instrument of further economic equalization between states; liberalization of payments can be used as a means of increasing "consumption capacity" of the nation.
What Type of Workers Will Benefit?	
Higher type workers will continue to earn a relatively better weekly compensation than the irregularly employed and the least competent; compensation will stay closely related to individual merit.	Liberal benefit assistance will be regarded as being more important to the most poorly paid and least regular type of worker (because they most need help), than to those working most regularly.
Supplemental Aid	
When earned benefits are inadequate, or weekly payments are exhausted, the worker and his family look to relief agencies or public works for further help.	Supplementary reliance on relief or public works will be reduced or eliminated; this will be the basic relief system for all those "attached" to the labor market.
Work Stabilization	
Smoothing out employment peaks and valleys will be regarded as desirable, for as work and earnings approach a year-around basis, the status of the individual worker is bettered. This reduces benefit costs, and cuts the overall tax charge necessary to finance the system.	Work regularization will be regarded as of little virtue, on the assumption that total unemployment of all workers is the problem that must be treated; the theory is that the problem is one involving workers as a class, rather than as individuals.
Financing	
Each state will finance its own system. Payments will reflect the character of the economy dominant in each state.	Benefit reserves will be pooled, and relatively "poor" states will be able to pay liberal benefits from money contributed by the others.

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highly industrialized"—Massachusetts and the so-called New England group, New York, New Jersey, Pennsylvania, Ohio, Michigan, Indiana, Illinois. In others—about one-half—an agricultural economy dominates. Mining rates the top position in a few. Fruit growing and packing, and lumbering rank high elsewhere.

Where manufacturing dominates a high living cost—high wage economy exists.

A low living cost—low wage economy exists where agriculture is the dominant factor.

As we consider the arguments for and against federalization, we must keep this disparity in mind.

The "need" for uniformity

THE argument for federal administration centers chiefly around the "need" or desirability for uniformity in benefits paid as between states.

Most frequently heard is the contention that a worker should be able to transfer his wage credits (eligibility) across state lines, or to accumulate rights between states. In the past, migration across state lines has affected less than one per cent of claimants; may eventually affect five to ten per cent if the War Manpower Commission makes wholesale transfers in manning war industry.

It is argued also:

That benefits should be uniform both as to the amount per week, and the number of weeks for which benefits are paid.

That the manner in which a worker qualifies to draw benefits should be uniform, with penalties and full disqualification at an absolute minimum.

That the employers' wage record reports should be uniform in all states, perhaps combined on a national basis with those for Old-Age and Survivors' Insurance.

That employers should pay a uniform tax rate to finance benefits; that merit rating should be destroyed.

The argument for continued state administration, with limited federal supervision, usually centers around the fact that varying economic conditions can only be properly reflected in a state-by-state setup.

It is argued also:

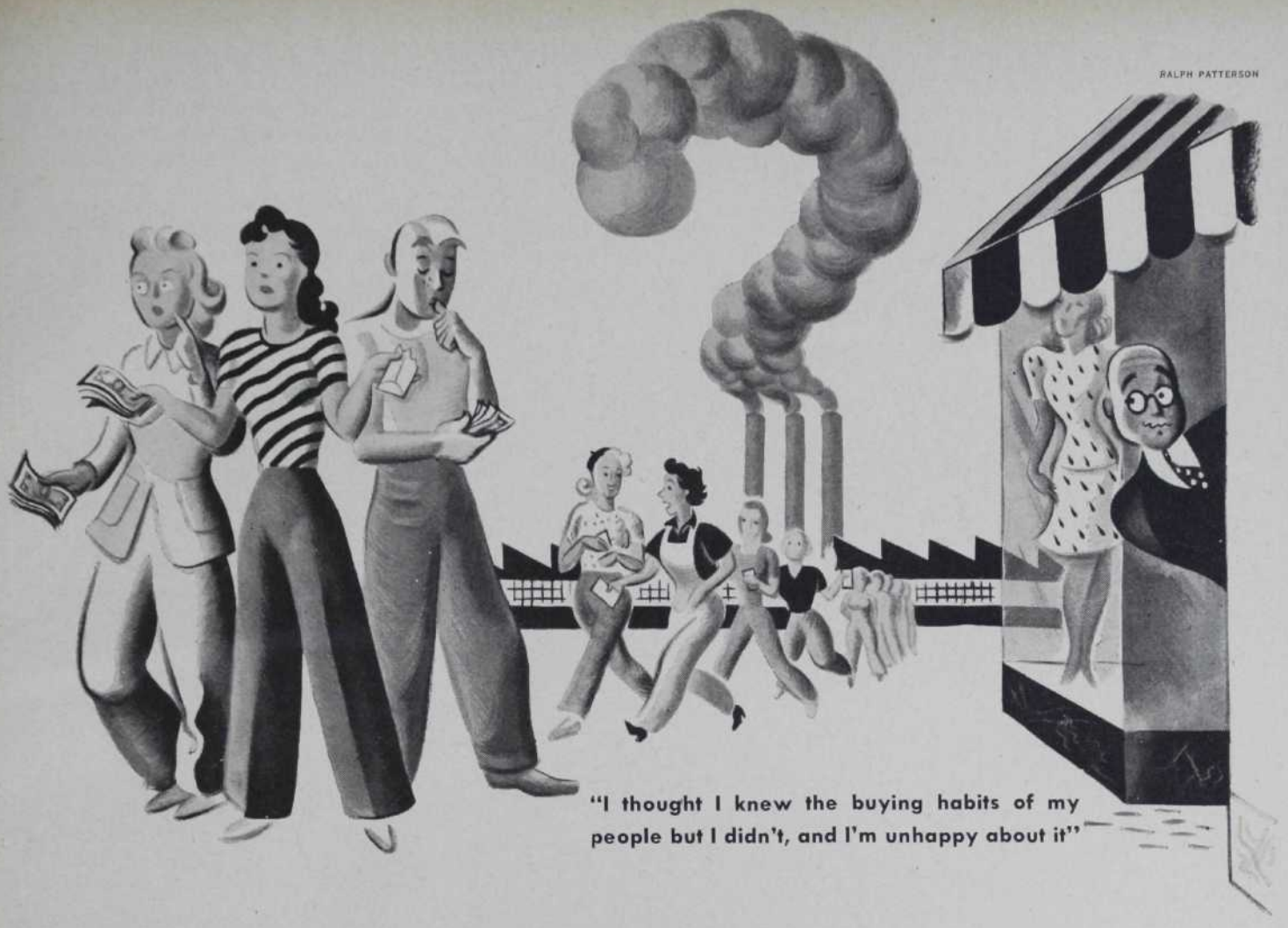
That, because wage levels and living costs vary so greatly in different states, benefit levels must be adjusted to suit the particular area.

That, since agriculture dominates certain sections, manufacturing, mining, lumbering, and fruit growing still others, the unemployment compensation system must be flexible enough to adjust to the differences in these regions.

That too-high weekly benefits will disrupt the economy of low living cost-low wage level areas, while a low benefit level would disrupt high living cost-high wage level areas.

Before attempting to indicate any answers, it would be well to re-examine the potential social objectives of unemployment compensation.

(Continued on page 75)



"I thought I knew the buying habits of my people but I didn't, and I'm unhappy about it"

The World Turned Upside Down

By HARRY BOTSFORD

RECONNAISSANCE of the home front by a reporter who looked, listened and reports what he heard and saw, but does not attempt to give the answers

I TALKED to the owner of a large store in a Pennsylvania town. He sells women's clothes.

A year ago his town was a sleepy little city. Now it's a bustling defense town, populated largely by girls who work in the defense plant. The storekeeper said:

"Here we are, our population doubled by about 4,000 girls working here. They make good money, too.

"You'd think my business would be good, wouldn't you? Well, it isn't! These girls are happy with slacks, a couple of sweaters, some cheap underwear and cosmetics. We can't move ready-to-wear dresses and coats. Even local women are not buying. They see these factory girls on the streets in slacks and sweaters and looking pretty smart, too. They follow their example. I thought I knew buying habits, especially the buying habits of my own people. But I didn't and I'm darned unhappy about it."

I talked with some of the defense plant girls:

Rose is fresh out of a township high school. Her folks are farmers and this is the first job she ever held.

"I'm saving my money," she said. "Buying defense bonds and stamps, watching a savings account grow. My boy friend is in the Army. When he comes back we will be married. I'm earning good money; he isn't. It's up to me to save for both of us."

Betty came from the city. She loves life, her job and an assistant foreman.

"Clothes?" she laughed. "Well, when you get through work at six in the morning, you want to go to bed. You don't feel like dressing up. When this war is over, then I'll want dresses and all kinds of nice things. Right now, I'm busy and slacks are all right."

Nita Polkosky is 45. She doesn't like to work, hates the long hours, and the tyranny of discipline. But:

"That Joe, he's a Marine. He's my boy. I'm a widow. When he comes out of the war, Joe will want to marry. He wants a little store. When he was home and working, he took good care of his mama. I'm working for Joe. I hate this war. My feet are killing me and I want to sleep in the morning. I'm fat and slacks look like the devil on me. I wear 'em because they are comfortable and

easy to get into when I'm sleepy and have to hurry to work."

Spud Ellinger lives in the same town. He once worked in a gas station but quit to go to work in the defense plant at twice the wages. He isn't spending, either.

Spending is postponed

"COUPLE of months and I'll be in the Army," he said quietly as we talked at a crowded little soda bar. "I need a new suit; sure. I need lots of things but what a sucker I'd be to spend my jack on stuff I may never wear out. When I come back the clothes I'd buy now would be out of date. Nope, I'll hang on to my jack . . ."

Hotel owners in the little defense towns are not sure if they like today's conditions or not. Commercial trade has fallen off but local business has shown signs of picking up. The kids from the defense plants drop in once in a while and have a binge. They drink two or three beers, eat a thick steak, and give the juke box an awful beating. Decent customers, the hotel people admit, but different.

Rooming houses are a bedlam. Beds frequently work three eight-hour shifts, just time between shifts to change the sheets. Diners and the hamburg places are doing a rushing business 24 hours a day.

New customers! Youngsters who were in high school last year: kids who were once willing and eager to mow a lawn for a quarter—girls who offered to stay with your children at night for a matter of four bits. Today many of them are earning $50 a week. They are bewildered, confused and a little incoherent.

Some of them splurge; but, when you go beyond clothes, there's little opportunity to splurge these days. The boys want, above all else, to own a flashy roadster; but cars are frozen, gasoline is rationed and rubber impossible to get. Lots of the girls want new and alluring gowns.

Let Peggy Price tell you:

"I work six days a week. My dates are few and far between. I'm tired when my day of rest comes around. Buy new clothes? I'd be pretty silly. I haven't time to show them off and, boy, do they go out of style quick! New permanent? Huh! I wear a helmet at my work. My foreman isn't interested in how I look."

Not all the girls are like that.

There's Naomi. Eighteen. A union textile worker in New York City. She earns more in a week than I earned in a month at her age. She is having the greatest adventure of her life. She is pretty, wears her blue slacks like a slim princess and she fits her sweater abundantly. She loves to dance. Each night dozens of her group, boys and girls, climb on a bus and invade top notch hotel cocktail lounges.

Resort life is opening up a new and entrancing vista to Naomi. This is all new to her, something that captures her fancy, stirs and inspires new ambitions. I saw her first watching a pair of well dressed resorters.

"Bring us a couple of stingers."

Naomi's eyes widened when she heard the name of the drink. When it was served, she unashamedly peered at it. Imperiously she called a waiter, ordered a stinger with the air of one who knows what she is doing. When it was served, she didn't taste it immediately. Shyly, she turned over the bill. For a second the carefully assumed air of sophistication dropped and she looked very much like a little girl who has been asked to pay a quarter for an ice cream cone. A stinger costs a dollar.

Later I talked with Naomi. I mentioned the stinger. She grimaced, then grinned.

"Well, I found out something!" she admitted cheerfully. "I wanted to know two things: what a stinger tasted like and how much they cost. They cost too much but they do taste grand!"

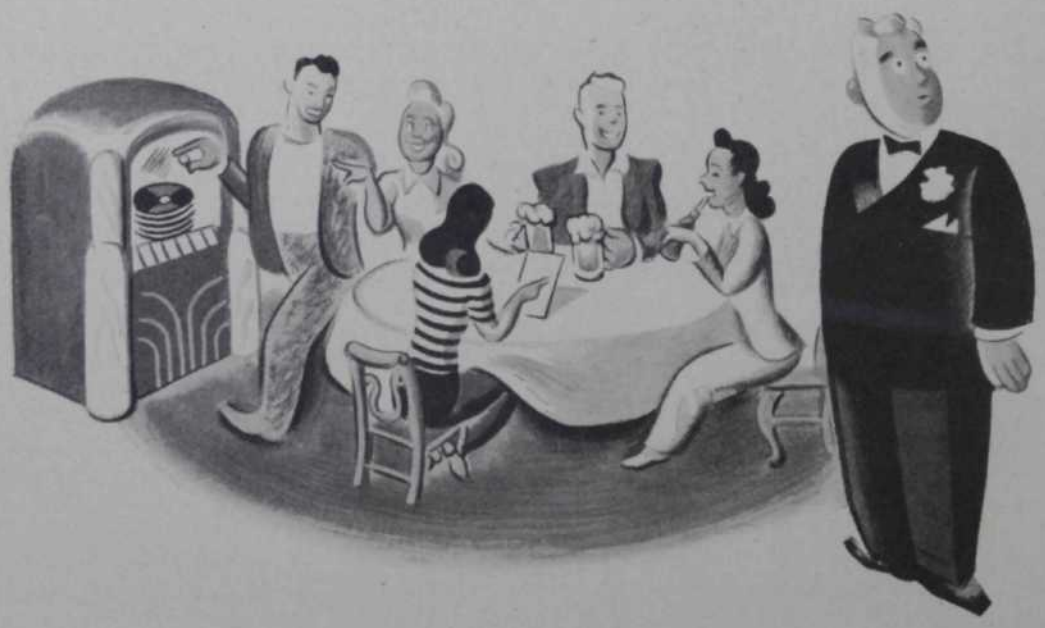
New things in life

THIS is the first time she has ever been away from New York. She has saved her money, bought a wide variety of sports things, four evening dresses and six pairs of appropriate shoes and what she said were lovely underthings. For the first time in her life she had a chance to wear this bewildering array of clothes in a proper setting. She is experimenting with life, just as she did with the stinger—finding how things taste, what they cost, deciding if she likes them or not.

Had she saved any money? She groaned and admitted that she still owed for some of her clothes. There are thousands of Naomis in New York, in Philadelphia, in Pottsville and Podunk.

(Continued on page 74)





Commercial trade has fallen off but kids from the defense plants drop in, eat, and give the juke box a beating

Food Crisis Is Real

By R. L. VAN BOSKIRK and D. W. SAWTELLE

Government demands increased food production, but takes much of operating mechanism

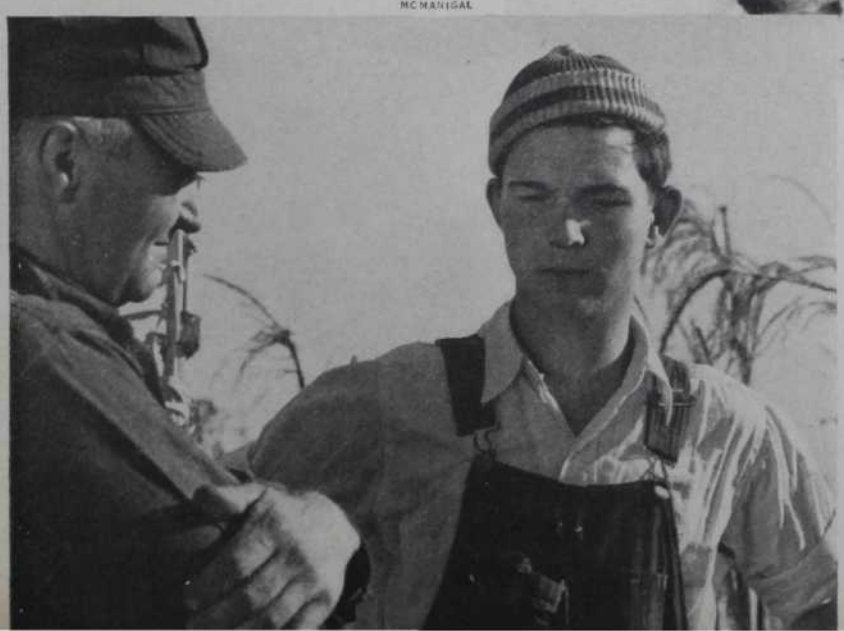
MRS. Annabelle Hughes is a 64-year-old widow. She operates a 180 acre farm. At present she is feeding 30 Herefords and fattening 60 hogs. She is milking ten cows. She has an unmarried son, 23, and a married son, 27, who with his wife helps run the farm. Her younger son volunteered months ago. The other son expects to be called before January 1. He says he will not appeal because he will not be called a draft dodger. He says it would be a useless gesture anyhow because his neighbors' experience indicates that it would do no good. Mrs. Hughes says that she and Sue can't possibly operate this farm alone. They haven't been able to hire any help this summer except some high school boys who couldn't milk, harness a horse, handle a tractor or hold up under ten hours of daily work in the fields. All the community's hired help have gone to work in defense

MC MANIGAL



NESMITH

Farm auctions are taking place in unprecedented numbers. Farmers fear they can't operate without help and there is little chance of getting additional equipment



Farm boys would rather enlist than be called "draft dodgers" despite need for them at home

plants. She can't make plans for next year—John is doing the fall plowing, but says he wonders why—who will harvest the crop next year? The Government wants more food, but, if John goes to war, the Government will lose whatever she might have been able to produce. John is the brains and brawn that keeps this farm in operation.

This example is almost a carbon copy, with variations in family relations, of hundreds of letters received by every U. S. legislator with an acre of farm territory in his district.

It is symbolic of what is going on in almost every field. The head of the Maritime Union claims that experienced seamen have been drafted into the Army. Retailers can't get clerks. Bus companies can't get drivers. Machine tool plants can't even get apprentices. Chairman McNutt told the Congressional Agricultural Committee that he hears the same story from every group that comes to see him.

Before going further it is fair to state that, if Selective Service works as intended, "John" will be deferred as a necessary man in an essential industry. But Congressmen swear that scores of similar "Johns" have been hustled off to army posts. The Army gets the blame for stripping rural America of its youth, but there is more than a suspicion that an even greater portion of the farm help is going to the city. It is difficult to keep a man on a South Carolina farm at $1.50 a day when he can get $60 a week in Charleston. A similar situation exists in practically every state.

Confidence in the farmer

THE farm manpower situation is of particular significance to business men because it is a forerunner of what may happen in all other fields. The steps taken to correct it will have a direct effect on all other enterprises.

The nation is buckling on its armor, confident that somehow, some way, we will always have food. Mr. Henderson has just told a radio audience that "Farmers have never yet let us down—they'll find some way to get along." The farmer appreciates this confidence, but warns that it takes more than confidence to grow beef. Meat and cereals cannot be produced by pushing a button. Most farm crops are planned at least one year ahead of time. If not, there will be no crop. Today farmers are bewildered because Washington seems to be confused about their manpower problem. They are distressed because they see no possibility of continuing normal production.

Soybeans in Missouri, corn fodder in Tennessee, apples in Washington have already been lost for want of harvesters.

Farmers understand the job they face. Livestock production is an example. The demand for meat in 1943 is expected to total 27,000,000,000 pounds, but only 24,000,000,000 are in prospect, according to the Government. Both figures are guesses. Nobody can tell how military affairs, price ceilings or Nature may affect demand or supply. Six billion of those pounds—the best grades—are earmarked for the Army and our Allies.

No one denies that the farmer is at present making a good profit on his livestock, but there are abundant fears of a future shortage. Price ceilings have flattened out the grades so farmers are now shipping cattle before fattening. Imposition of retail and wholesale price ceilings on processed products threatens to back up on packers and prevent them from increasing payment for live animals. Farmers fear they will be caught in the resulting squeeze. The uncertainty of farm price levels and the curtailed manpower situation may lead livestock farmers to concentrate on grain production rather than animals. That procedure



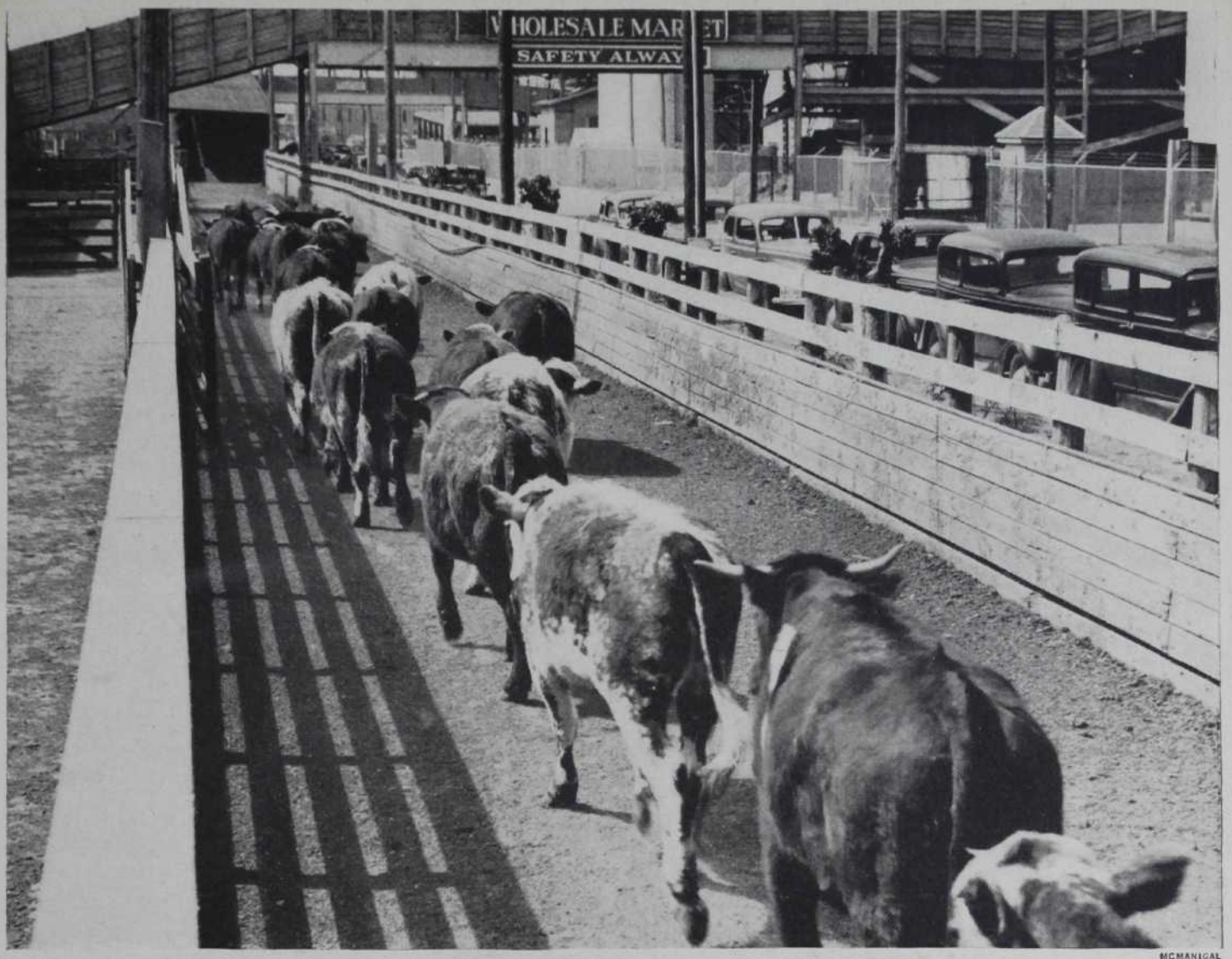
KEYSTONE

There are hundreds of thousands of marginal farmers. Is there any way to place them in more productive employment?

This farm manager would make a good soldier—but he is also skilled in food production



MCMANIGAL



MCMANIGAL

Farmers are shipping unfattened cattle to market because it doesn't pay to put on the extra weight. The loss shows up in less high grade meat and depleted herds

resulted disastrously for farmers in 1919, but it could happen again despite the present grain surplus. In any case, the result is likely to be much less meat. No one wants that, but at least one section of the anti-inflation measure will bring a meat shortage if livestock producers think it will destroy profits. They see no difference in the final result between inflation and selling cattle at a loss.

However, the farmer is asked to increase production in nearly *all* the leading commodities. The years 1941 and '42 were banner years for nearly every crop. Take milk and dairy products. The 1942 total is estimated at 120,000,000,000 pounds or 5,000,000,000 more than 1941. Another 5,000,000,000 increase is asked for 1943. Other crops are supposed to be increased in proportion. Food shipments for lend-lease are increasing monthly. Since 1941 we have shipped over 1,500,000,000 pounds of pork products which is equivalent to two months' total production in normal times.

Farm experts have figured that all this increased production for 1942 would take 143,000,000 more ten-hour days of work than the 1941 production. If the percentage of workers had increased proportionately, more than 700,000 additional workers would have been required. But actually there were about the same number of workers as the year before. Farm families did the job by working harder, longer hours. But that pace can't be kept up indefinitely, especially with continuing manpower losses. Next year will be the acid test. If the armed forces are increased to 9,000,000, it is expected that almost 2,000,000 of the soldiers and sailors will be farm boys. Just as many more are expected to leave the farm for city jobs.

How many farm workers?

ALMOST every farm economist or expert has a preferred figure as to the total number of farm workers. The reasons for variation are obvious. Farm workers include operators, tenants, family workers, children, old persons, hired hands, part-time workers and migratory workers. The number of workers varies tremendously according to the season. Large groups of workers frequently follow the harvest from one area to another and may be counted several times.

According to one set of Agricultural Department figures, between 12,000,000 and 13,000,000 persons were working on farms in July (the peak month) 1942. This number is supposed to have been a few thousand more than were working the same month in 1941.

Included in this supposedly total number are all the above classifications, but two of them are particularly significant. They are, some 6,000,000 operators and about 2,000,000 permanent hired hands.

If the drain on operators and hired hands is too heavy, the result on food production will be the same as if too many key workers were taken from steel or aircraft—less efficiency and less production. In fact the strain would be worse because farming is conducted in small units and requires more fore-

(Continued on page 79)

The World





COURTESY OF VULTEE

Today the globe is 518 times smaller than in the 16th Century, twice as small as in 1938

TODAY a child dies of an unusual malady because the one blood donor who could have saved his life was too far away.

Tomorrow that child would live.

No medicine, no rare plant, no special operating equipment or life saving science will be more than 24 hours away, though it be on the other side of the earth.

That is only one of the promises that aviation holds for the future provided that the free peoples of the earth do not repeat the mistakes they have made in the past.

At the time of the Disarmament Conference, a suggestion that limitation of air power be added to limitation of sea power was received only with disdain.

By 1937, Germany had more men employed in one aircraft factory than the 24,000 we had in our entire aviation industry.

Between 1912 and 1940, our Army and Navy spent only $946,000,000 to buy aircraft and engines. (In 1941, we allotted $12,000,000,000 for that purpose.)

In 1939, our aviation industry had less working capital than any major industry.

Today we know that such aerial unpreparedness might have cost us the war. Do we also see that we can lose the peace if we fail to grasp the full potentialities of air power as an instrument of peace? Let us consider some of those potentialities:

Naturally, in this air age, we shall maintain a real air force, but it is in commerce—the movement of goods and people—that the full impact of aviation will be felt.

There is much talk of cargo aircraft today, and also much miscomprehension regarding the transformation of military aircraft into cargo carriers. This idea is not sound economically or technically. By no stretch of engineering genius and imagination can present military combat aircraft be converted to fit the needs of this nation's foreign and domestic post-war air commerce. There is as much difference between the Flying Fortress and the cargo plane as between the freighter and the battleship. Entirely different sets of economic and technical factors are involved. In the Flying Fortress the weight of armament is a primary consideration—in the cargo plane it is cubic capacity .

"Flying boxcar" in production

THEREFORE, our aircraft industry must take up the slack after the war by redesigning and retooling those production lines not needed for maintenance of a strong military air force, to turn out the "flying boxcars" of the world.

Fantastic as it may seem, now that we all realize the importance of cargo aircraft in the winning of the war, only one such craft is in production today. This airplane, designed exclusively for cargo, presents opening data of great interest to the merchandising and transportation world. We know that this plane can operate, non-stop, for a distance of 1,500 miles with a cargo load of more than eight tons and a cubic capacity beyond that of a railroad express boxcar, at an overall cost of about seven cents per ton-mile and moving at 200 miles an hour.

Moreover, anyone who bases his idea of the future of aerial transportation on present equipment, or even on the rate of speed or economy achieved in the past decade has little faith in the ingenuity of man.

Even today the globe is 518 times smaller than it was in the Sixteenth Century—twice as small as it was even in 1938. Consider the possibilities as it shrinks even further:

Today we must eat fruits and vegetables in season, or can, dry, or freeze them at picking. Tomorrow, all foods, wherever grown, will be available within a few hours through the sky. It is interesting to note, incidentally, that no refrigeration is needed at 20,000 feet above the earth.

Today, the women of the hinterland must be content with the purchases of merchants who can go to San Francisco or Chicago or New York but once or twice each year. Tomorrow, every fashion, every product that advertising imagination can present, will be available through merchants who hop weekly to Paris or Berlin or New York, and return the next day with their purchases.

Today, the shoe store manager on Fifth Avenue must pay high rental for storage space because he must main-

is Your Trade Area

By GILL ROBB WILSON

AIR AGE business men must know customs as well as they know those of Moscow, Buenos Aires and Shanghai the people in their own communities

tain a stock which takes from two weeks to six months to turn over. Tomorrow, he will order at closing time, receive his merchandise the next morning, and thus establish a turnover time hitherto undreamed of in the retail business.

However, it is not in the field of domestic commerce that air cargo will have its ultimate accomplishment. The decade after the war will witness the greatest migrations of humanity that history has ever recorded. People in every land are weary of wars, of politico-social maneuvers, of the intrusion of government in business, of laws circumscribing every human action, and of the sharp cleavages which have divided the strata of society.

Migration to suit airways

GIVEN opportunity, millions will flee from the burdens of bureaucracy and dictatorship to the open places of the earth; their loyalties will be to their future and to the lands where they settle—lands which will be opened for them by air transportation.

Industry will decentralize, not only throughout the country where it is now located, but throughout the world. The same is true of capital, and of the great world empires. Great Britain cannot continue to bring the raw products from her dominions for manufacture and then export to those same dominions. The life lines of her empire can no longer be controlled by fortifying a few islands or passages between the seas.

England understands this situation.

(Continued on page 77)



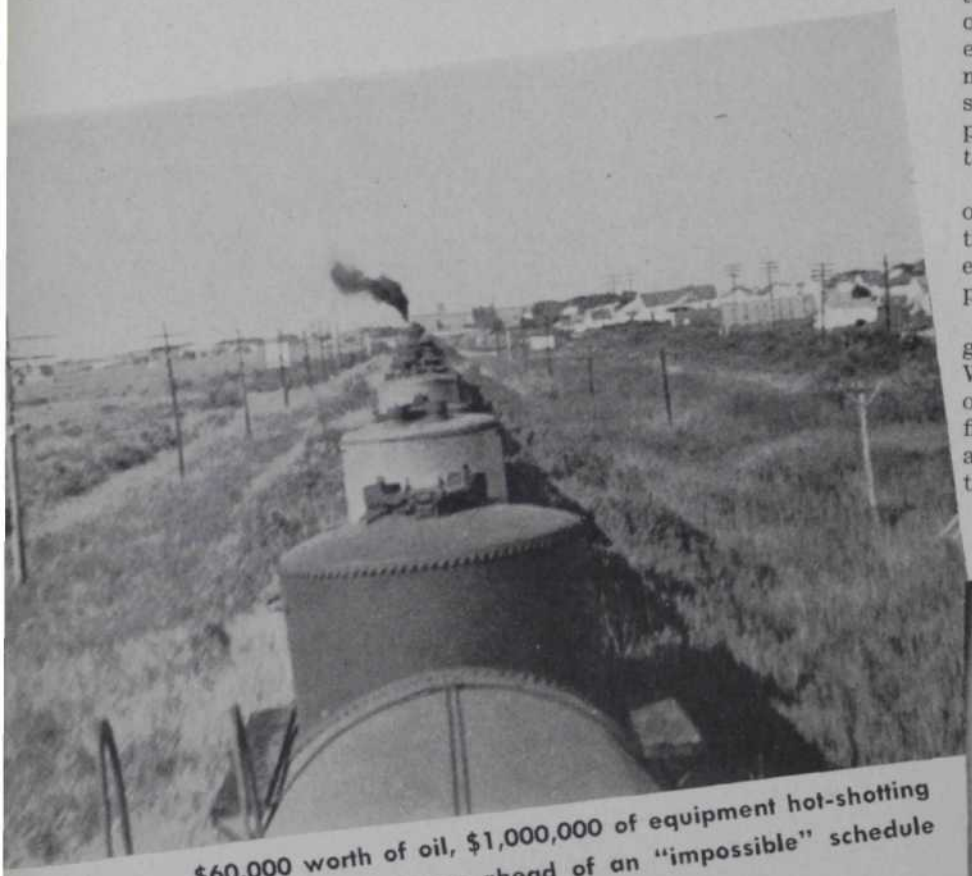
The greatest developments will take place in South America where journeys that once took weeks will be reduced to hours

COURTESY OF VULTEE

15 Hours Ahead of

By JOHN S. GROVER

RIDE the crummy of Symbol 48 with the men who are doing the impossible by moving 900,000 barrels of oil eastward daily



$60,000 worth of oil, $1,000,000 of equipment hot-shotting across country, hours ahead of an "impossible" schedule

STATISTICS don't begin to tell the story of the emergency rail movement of petroleum products to the oil-starved, Industrial East Coast.

It's primarily a story of men—men able to give directions to get results, men who know how to carry them out. It's the unfailing teamwork of trained men, from the brains in oak-paneled offices who conceived the complex routing of unprecedented oil tonnages over a score of roads down to the station agent at some remote whistle stop who spots a hotbox as the oil special rolls by.

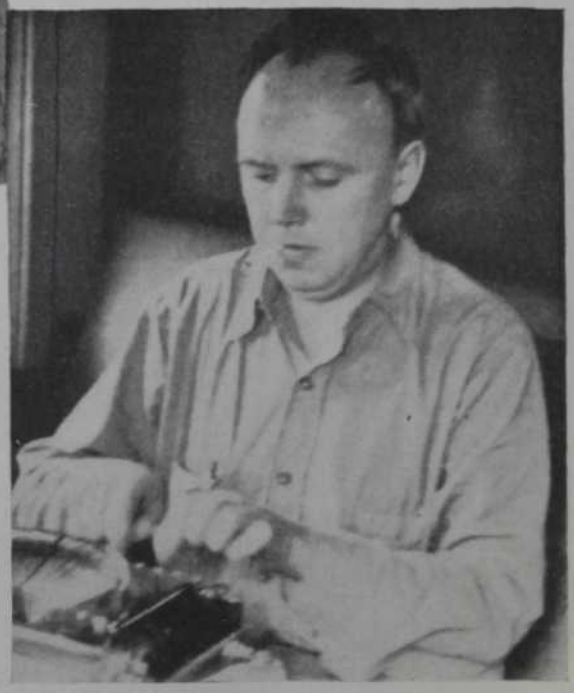
I met the men who move the oil when I rode one of the first emergency oil trains from Port Arthur, Tex., to Providence, R. I. We broke records for fast freight movement, but more important than records was the demonstrable proof that a job's done best by the men who know the job best.

With Matt Connelly, publicity chief of the Kansas City Southern, I went out to the Port Arthur plant of the Texas Company, biggest refinery in their string, where our train, listed as "Symbol 48," was being made up.

The oil companies have done a bang-up job themselves in making the eastern movement of oil possible. Only refined petroleum products go east by rail. Before the emergency, it was good management to send unprocessed oil by tank ship to East Coast refineries, but space is too precious for that now. Production schedules had to be juggled before a hatful of oil rolled east.

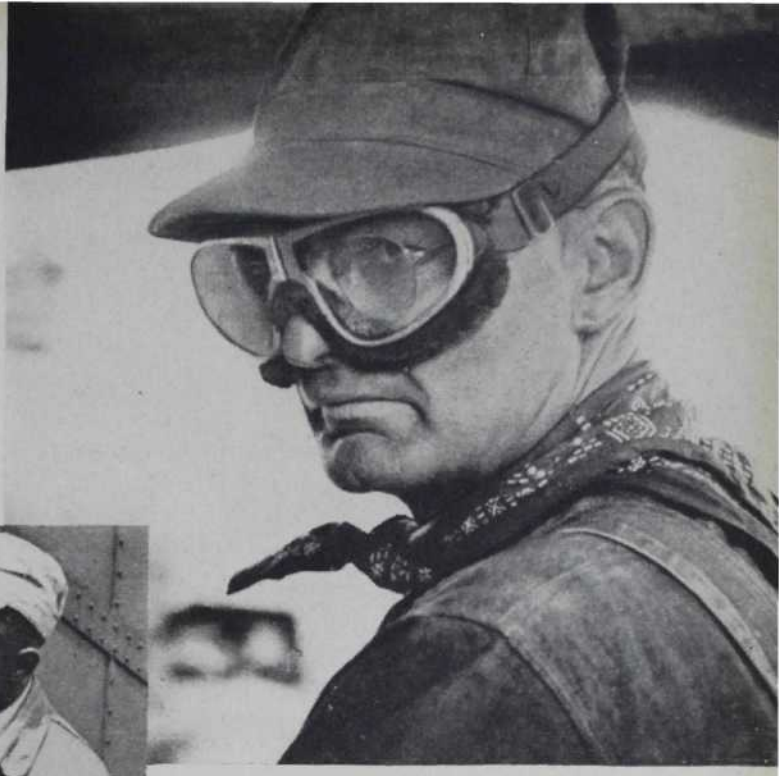
It seemed queer to see bicycles scuttling all over the vast refinery grounds, right where they turn out a good-sized lake of motor fuel every day. They've laid up all but the most vital plant vehicles to save rubber.

We got aboard our caboose in the swamp-grass flatlands back of Port Arthur. H. W. Williamson, car service agent of the Association of American Railroads, joined us to check the first leg of the run. At 4:55 of a Wednesday afternoon, Conductor Fred Glines got his clear track, leaned his six feet-plus off the grabiron



The author two-fingers the portable typewriter that doubled as a pillow for caboose sleeping

Schedule



K. C. S. Engineer Bill Robinson: "No cinder smaller than a crab apple gets in your eye"



War-time schedules mean long hours but men like L. A. King, Erie car inspector for 26 years, have not skimped inspection. Safety is essential



Through precise teamwork of men like Erie's Charles Rotondo, cripples were cut out and repaired while locomotives were being serviced

to wigwag a highball to his engineer a third of a mile ahead. We were off for New England.

Symbol 48 was an all tank car train, loaded solid with kerosene. There were a few 6,000-gallon tankers, a sprinkling of 10,000-gallon jobs and a majority of 8,000-gallon cars. The freight tariff averaged about $400 a car, say $25,000 for the string. The oil aboard was worth about $60,000 at retail. We were only one of some 60 trains hot-shotting east that day. Figure the oil haul as a $5,000,000 daily operation, and you won't be far wrong.

Oil has the right of way

THESE all-tanker trains, invariably made up for a single destination, eliminate all switching *en route* except cutting out disabled or "bad order" cars. The straight-through routing cuts days off the normal freight run across country.

We rolled through Beaumont with everything on siding to give us clearance. Even passenger trains went "in the hole" to make way for oil. Only perishables and troop trains outranked us in the war-time scheme of things.

After Beaumont, it was open throttle for DeRidder, La., the first division point. With the big drag swaying in cadenced rhythm and making railroad music over every joint, we settled down to caboose housekeeping. We were quite a "family."

Head man, responsible for that oil load and close to $1,000,000 worth of equipment, was Big Fred, the conductor, who is a spitting image of Walter Johnson, the old Washington fireball pitcher. I remarked the resemblance, and it developed that Glines was himself an old pro ballplayer, who caught for the Memphis

Chicks in 1907. Big Fred looked competent enough to be the guardian of a loose million dollars doing 45 miles an hour through the bayou country. He's pushing 60 years, but I wish my 35-year-old midriff was half as flat as his. I'd hate to have any chin I was personally fond of run up against one of those gnarled fists. Glines has been 30 years pushing freight from here to there.

Fred, and all subsequent conductors, wrote a lot of reports. It wasn't damnfool paperwork, either. All orders are confirmed, and every delay of more than ten minutes must be explained. It may keep the same thing from happening again. Nobody discounts ten minutes on a railroad. They count up too fast.

While Fred was writing reports, Jim Peavy, the smooth-faced young brakeman, was up in the "greenhouse." That cupola on a caboose isn't there for a better view of the scenery. From it, the crew checks the train on curves, looking for trouble. In all but the bitterest weather, the cupola windows are kept open—a good freight jockey can smell a hotbox half a mile up the string.

Big Fred tried to tell me something of railroading. A good trainman "feels the track through the seat of his pants." Every break in the train's rhythm tells its story to the train crew, and they're doing what's needed in a flash.

Young Jim and Big Fred are typical of caboose crews. Fred's the veteran, and Peavy is the youngster. During the depression, few men went into railroad work. As a result, the men are either well along into middle age, or have relatively short terms of service. The railroads face a real manpower problem. On the Erie, for instance, 2,000 of 23,000 employees are in the armed services.

Assembling railroad tankers

WILLIAMSON was one of the A.A.R. car service agents who had spent the month before assembling the country's oil tankers for the emergency movement. With W. E. Callahan, head of the A.A.R. tank car section, directing the hunt, they rounded up every tanker capable of holding oil and rolling, even down to rusted, busted, obsolete equipment on remote sidings. It was a remarkable chore, considering the normal dispersal of tank cars. Remember, it wasn't a year ago that the number of tank cars was officially declared "totally inadequate" to carry sufficient oil east. Somebody had to have a lot of operating savvy to make those "inadequate" cars fill the bill. We hit DeRidder shortly after midnight, and lost Peavy and Big Fred. They figured they'd get an assignment to shove another freight back down the line that night or early in the morning. Overtime day after overtime day is routine on every railroad in this war goods-plus-oil movement.

At DeRidder they put aboard sandwiches and coffee, the first of an endless succession of such meals I stoked within 2,500 miles. I was under the impression that caboose crews cooked *en route,* but found this practice has been almost universally abandoned. The speedup of freight movements allows the men time to eat at division points. The old caboose cook who could whip up a near-banquet in a pail on a little pot-bellied stove has surrendered to progress. It wasn't until we hit the Wabash that I met an old diehard who still cooks on the fly.

Those of us going straight through had to wire ahead for meals, because engines and crews changed so fast we only had time for a restaurant meal twice in the whole trip. The standard meals were sandwiches and railroad hash house coffee, which will float quarters, or anyway nickels.

We were 40 minutes ahead of schedule at DeRidder, as we were to be ahead of schedule all the way to Providence. After we'd eaten, in the small hours, with the oil lamp making weird shadows in the caboose corners, the crew spun railroad yarns for me.

Cabooses are called "crummies" be-

(Continued on page 88)



Earl Waterfield, Wabash yardmaster, got the string inspected and on the way almost at once



Fred Kolb, K. C. S. fireman, keeps busy in the mountains. Ironically, coal burning locomotives pull the oil

Six things a Service Man should do about his Life Insurance

IF YOU ARE NOW IN the armed forces, or are about to enter the service, we suggest that it may be wise for you to do one or more of the following . . .



1. Be sure that premiums on your life insurance are paid to date, or paid sufficiently in advance to allow for possible delay in arranging future payments . . . particularly if you intend to keep your life insurance in force through a Government allotment of pay, or through the Soldiers' and Sailors' Civil Relief Act.



2. Make sure that the beneficiary designated in your policies is the person to whom you want the insurance proceeds paid. If no beneficiary has been designated, you should consider naming one to avoid the necessity of having an administrator appointed, involving expense and delay.



3. If your policy provides for the designation of a contingent beneficiary and one has not been named, it probably will be well to name one. Then, if the original beneficiary happens to die before you do, the proceeds will be payable to the contingent beneficiary without delay.



4. Give some thought to the manner in which the insurance money is to be paid to your beneficiary . . . in a lump sum, in a monthly income, or in other installments which can be arranged under your policy. Your agent will advise you as to the various forms of settlement available and how to take advantage of them.



5. Of course it would be unwise for you to take your policies with you. Since, however, you might need certain information about your insurance, it is a good idea to keep among your effects a paper listing your policy numbers, types of policies, amount of each policy, amount of premiums, premium-due dates, and the names and addresses of beneficiaries.



6. Leave your policies in a safe place, accessible to your family. Instruct the family to consult your agent or your Company if any questions arise. Your nearest Metropolitan agent will be glad to help in connection with your Metropolitan policies. Or write the War Service Insurance Bureau, Metropolitan Life Insurance Co., 1 Madison Avenue, New York City.

BUY WAR SAVINGS STAMPS—
FROM ANY METROPOLITAN AGENT,
OR AT ANY METROPOLITAN OFFICE

COPYRIGHT 1942—METROPOLITAN LIFE INSURANCE COMPANY

This is Number 54 in a series of advertisements designed to give the public a clearer understanding of how a life insurance company operates. Copies of preceding advertisements in this series will be mailed upon request.

Metropolitan Life Insurance Company
(A MUTUAL COMPANY)

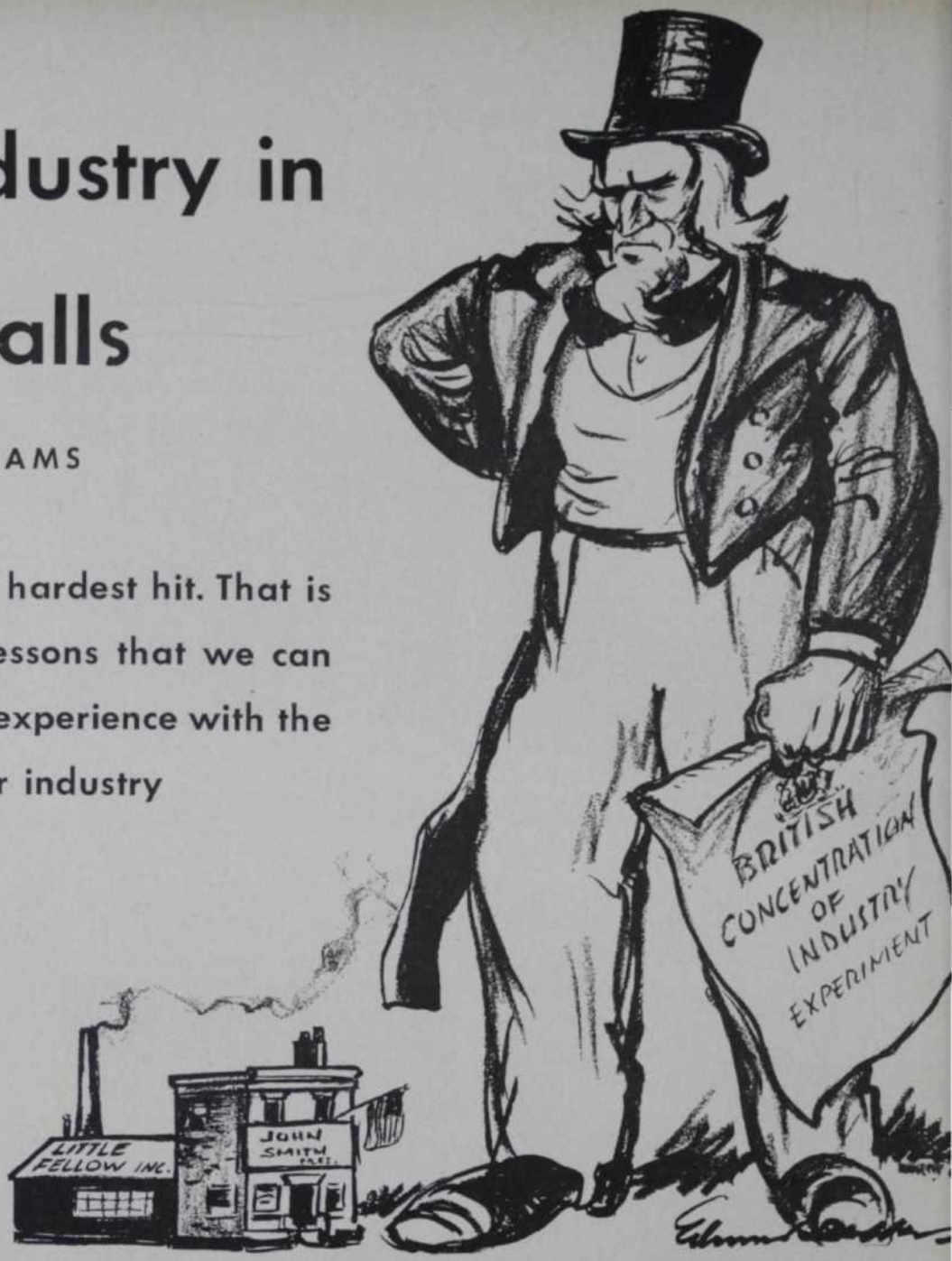
Frederick H. Ecker, CHAIRMAN OF THE BOARD *Leroy A. Lincoln*, PRESIDENT

1 MADISON AVENUE, NEW YORK, N. Y.

Putting Industry in Moth Balls

By A. WYN WILLIAMS

SMALL firms are hardest hit. That is only one of the lessons that we can learn from British experience with the "Nucleus" plan for industry



GREAT BRITAIN, during the three years she has been at war, has had experience with most of the experiments the United States is now trying on the home front. The similarity between the economic structures of the two countries would seem to make the lessons which Great Britain learned of value here.

Unfortunately, in following the same policies, there is a tendency to repeat the same mistakes. Although it is perhaps too late for America to benefit from the lessons that Great Britain learned about rationing and price control, there is still time to avoid many of the mistakes that Britain made with one experiment which, reports say, is likely to be tried here.

That experiment is the concentration of industry. This British adventure into a planned economy was begun in March, 1941, after the country had been at war 18 months. It was conceived strictly as a matter of urgent necessity to meet a particular crisis.

New war factories, planned in the previous summer, were just coming into production and manpower was desperately needed to staff them. Also, Britain desperately needed storage space for war material and food, because the bombings of the winter of 1940-1941 had taken a heavy toll of warehouses.

For these two purposes Oliver Lyttleton, then President of the Board of Trade (comparable to the Secretary of Commerce here), evolved the scheme of concentrating production in non-essential industries.

If it is to be applied in this country, it would not, at first glance, appear that manpower is similarly lacking or that warehouse space is similarly short. The unemployed in Great Britain at the time had reached an irreducible minimum of about 150,000 (comparable to 400,000 unemployed in the United States at present).

Revolutionizing industry

THE scheme was recognized as revolutionary at the time and the sponsor pleaded urgent necessity as its only justification. He said the plans were

> in fact dictated by necessity, not policy . . . we are not seeking in the industries affected to found a new industrial order in a doctrinaire framework.

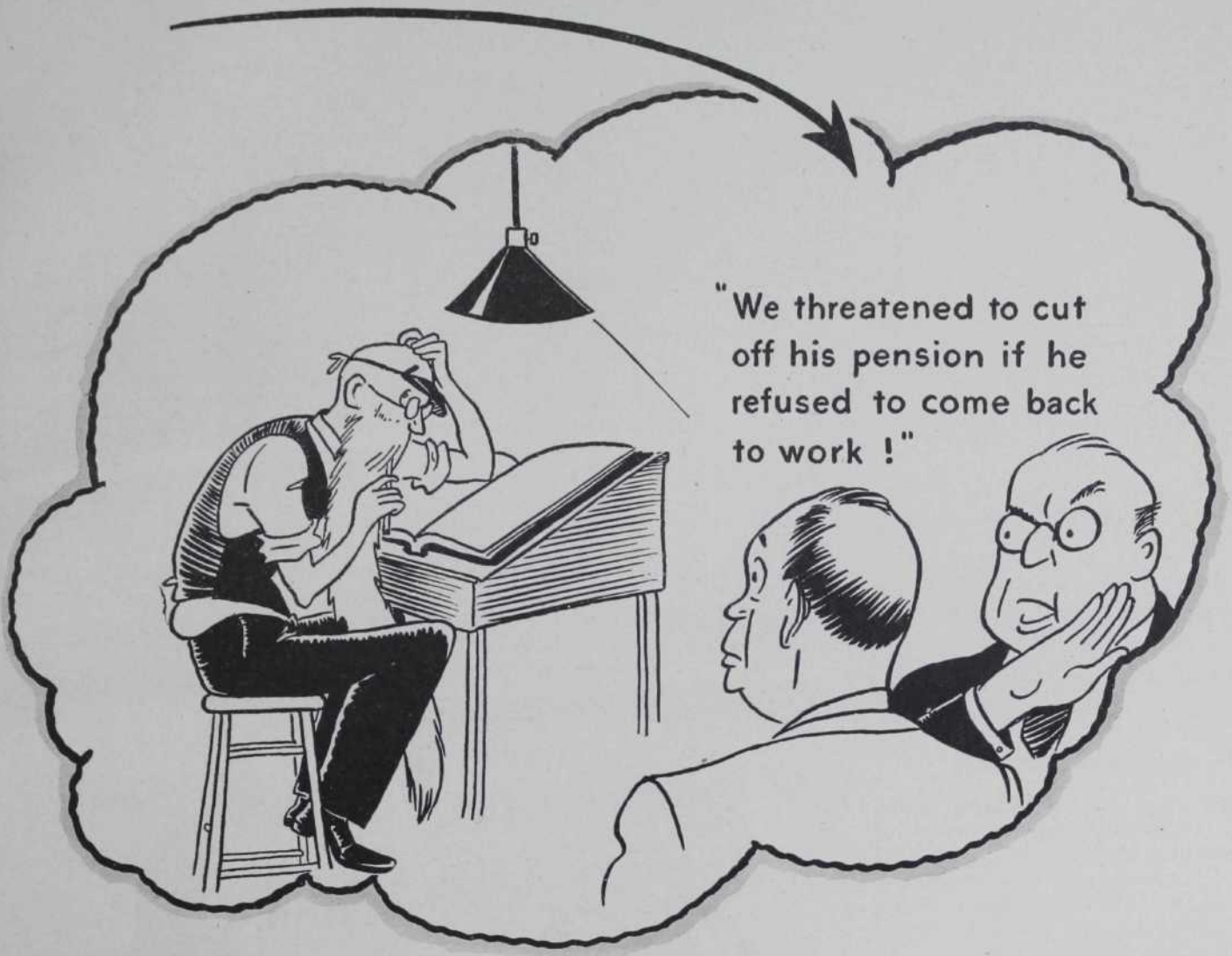
Whatever the intention, the scheme's effect will be to revolutionize permanently the character of British industry and to make it impossible for post-war business ever to return to a semblance of its former self. As one Member of Parliament who supported the scheme afterwards admitted

> many of the firms will never restart business. . . . What the Government is doing is to hasten inevitably the process of the times . . . involving greater Government control and investigation . . . sometimes ten per cent of a whole industry is all that remains . . . in the future I hope we shall have more of the spirit of service to the community and less of the scramble for dividends.

If concentration of industry is to be adopted here, have its implications been sufficiently studied in view of the experience of Britain?

At first the scheme only applied to about 90 industries, with about 6,000

THIS ISN'T NECESSARY



YOU CAN RENT COMPTOMETER EQUIPMENT!

• There's no need to exhume the Oldest Living Ex-employee, who was a whiz with figures back in '97.

• Because even though you find it difficult (or downright impossible) to purchase new Comptometer adding-calculating machines, you may arrange to *rent* some Comptometer equipment from your local Comptometer Co. for short periods of time.

• See your local Comptometer Co. representative — ask him to explain this important and economical service. Or, if you prefer, write direct to Felt & Tarrant Mfg. Co., 1712 N. Paulina St., Chicago, Ill.

UNCOLLECTED SCRAP means UNDEFEATED AXIS!

COMPTOMETER

REG. U. S. PAT. OFF.

ADDING-CALCULATING MACHINES AND METHODS

factories turning out civilian goods and using scarce raw materials.

The thin edge of the wedge having been driven in with non-essential industries, the policy now is being extended to all manner of industrial activities as well as to the distributive trades. The excuse is "war necessity." When it was introduced, it was definitely stated that distributive trades would not be affected:

> The Government cannot, in the nature of things, seek to exercise the same control over retail trade as they are proposing to apply to the manufacturing trades . . . we shall not touch the small man. (From House of Commons Report, March 1941.)

The method of concentrating industry, in England, was for the Board of Trade to select some industry—such as pottery—where scarcity of raw materials had reduced operation below capacity. The industry would be told that, by a certain date—generally eight weeks later—all its manufacturing activities must be carried out in plants working full time.

The industry would be allowed to decide for itself which firms called "Nucleus" were permitted to remain in business. The Government promised to safeguard the supply of raw materials for the firms remaining in business and give their labor preference in the draft.

Forced cooperation

FIRMS which had been unable to conform to the Government's orders by the deadline date would be arbitrarily ordered to go in with some other firm as an alternative to going out of business altogether as the Government would refuse raw materials.

The Government specifically stated that any firm closed as a result of concentration could not contemplate the use of public funds to provide compensation.

The Government in 1941 insisted that firms going out of business could revive after the war with all their interests intact. It professed to be eager that the firm closed should retain its spiritual identity while its corporeal existence underwent at least a temporary extinction. To achieve this, it recommended that a firm unable to operate its own plant under the scheme should arrange with a "Nucleus" firm to manufacture its goods at cost. These the closed firm would sell with its own trade-mark. That meant either that the closed firm would have to reveal all its manufacturing secrets to the "Nucleus" firm or offer goods under a trade-mark that was only meant to fool and not to guarantee quality.

This year, the Government is no longer pretending that the closed firm can retain all its interests intact. The Ministry of Food, in July, ordered the soft drink industry to concentrate, and turn out only standardized products. No trade-mark or firm name will be allowed on the label of any soft drink and the good will laboriously built around a name will disappear from the public consciousness.

This means that private business now is not only forced to fit itself into a regimented pattern but also to abjure its individuality.

British industry has met the concentration order in four general ways:

In a few cases, firms have allowed themselves to be completely merged with others and thus lost their identity. Others have contracted with "Nucleus" firms to manufacture their goods at cost. These retain a part of their selling organization and keep their name before the public. Some have transferred their quota of raw material to a "Nucleus" firm and share proportionately in the profits from its manufacture.

In the textile industries, the closed firm generally suspends all its activities for the duration, only maintaining its plants in condition for a possible reopening. The plants remaining in operation are assessed to pay for maintaining the closed factories. These assessments cannot be recovered by increasing selling prices but must come out of profits.

The effects of the concentration scheme, in spite of early claims, have fallen most heavily on small firms. Any arrangement such a firm makes with the "Nucleus" firm is made under duress because it knows that its supplies will be cut off if it fails to come to an understanding. Any arrangement is preferable to complete extinction.

Recommendations unheeded

ALTHOUGH the Government invited cooperation of industry in carrying out its concentration scheme, it paid little heed to recommendations made. Some industries—like pottery and the hosiery trade—offered the services of a joint committee of employers and employees which would release labor in any quantity the Government demanded.

This would meet the Government's contention that concentration was necessary to find workers for munition factories, as well as keep alive the organism of firms. The cotton industry pleaded that its peculiar structure, with a high proportion of married women among its employees, did not lend itself to concentration. It asked a spread-over of employment throughout the industry. The suggestion was ignored.

Different industries accepted concentration in different ways. The cotton industry was almost 100 per cent concentrated by its own efforts; in the hosiery industry, the Government arbitrarily closed 20 per cent of the firms; in the cutlery industry, the Government took complete charge, arbitrarily designating 50 firms as "Nucleus."

Now the Government is trying to concentrate the distributive trades, with less success than it had with manufac-

(Continued on page 95)



The British adventure into planned economy was inspired by the urgent necessity for manpower



The Institute where Whiskies get a Post-Graduate Degree

ON A 52-ACRE CAMPUS just outside Louisville, Kentucky, stands a cluster of 15 imposing structures suggesting a great scientific institute.

It is the newest and most advanced distillery in the world . . . headquarters for Calvert research.

And in a sense this *is* a scientific institute . . . for here Calvert whiskies get their post-graduate degree.

Every whiskey, you see, starts out in life as grain in the bin . . . rye, barley or corn. Its elementary curriculum includes various basic steps . . . cooking, fermentation, distilling and barreling.

Then comes the day when the whiskey graduates from its charred oak barrel, having matured, and developed a character of its own.

Is this the end of a whiskey's "education"? Is it ready to be bottled and take its place in the world? *We don't think so.*

Distilling and aging are not the *end*—but the *beginning*—of the long course through which Calvert whiskies pass.

Calvert's "faculty" of university-trained scientists now selects, from the world's largest stock of fine whiskies and costly grain neutral spirits, those which have graduated with top honors. They are analyzed, tested, classified . . . in terms of flavor . . . bouquet — body — smoothness — and other desirable whiskey qualities.

Then comes the final . . . the most important step of all. Those rare whiskies and spirits are harmoniously *blended* . . . to emerge as a finer, higher type of whiskey.

This post-graduate blending course results in the superb taste of Calvert whiskies . . . in their magnificent lightness, smoothness, and delicacy of flavor.

And we believe it also explains why Calvert is America's favorite luxury whiskey.*

Calvert

The Institute of Blends

Calvert Distillers Corp., N. Y. C. BLENDED WHISKEY 86.8 Proof. *Calvert "Special": The straight whiskies in this product are 4 years or more old. 27½% straight whiskies, 72½% grain neutral spirits. Calvert "Reserve": The straight whiskies in this product are 5 years or more old. 35% straight whiskies, 65% grain neutral spirits.



Making Swords from Pen Points

By T. N. SANDIFER

FEARING that the mass of questionnaires from Washington was drowning the war effort in ink, W. P. B. acts to stop useless "quill-driving"

BACK about 1810 the Duke of Wellington, engaged for some 12 years altogether in licking Napoleon, wrote a letter that doubtless contributed to the title he bore ever afterward—the "Iron Duke."

It is a letter that many a modern business man would love to write to Washington, with embellishments of his own.

"My Lord," the Duke addressed the then British Secretary of War:

> If I attempted to answer the mass of futile correspondence that surrounds me, I should be debarred from all serious business of campaigning.

Then, after a few other observations, he declared that, so long as he remained Wellington, he intended to see that "attending to the futile drivelling of mere quill-driving" did not interfere with the business of winning a war.

Harassed American industrialists of the present war against another would-be Napoleon are frequently at a loss as to whether to keep the tanks rolling off the line or take a week from everything and catch up on the questionnaires, forms, and other paper work pouring out of the national capital.

The situation has inspired some Bunyanesque stories. One relates that a certain hard-boiled industrialist, tired of answering questions from the S.E.C., simply loaded his office files in two big trucks and had them backed up to that agency's Washington offices. A covering note invited the S.E.C. experts to "help yourselves."

The Federal Trade Commission actually has a case pending against some men who were sending out imitation government circulars to get particular information—and getting answers, so ingrained has the routine become.

Another story, from an official of a major industry, deals with a questionnaire from a government agency that, completely filled out and with supporting documents, weighed 13 pounds.

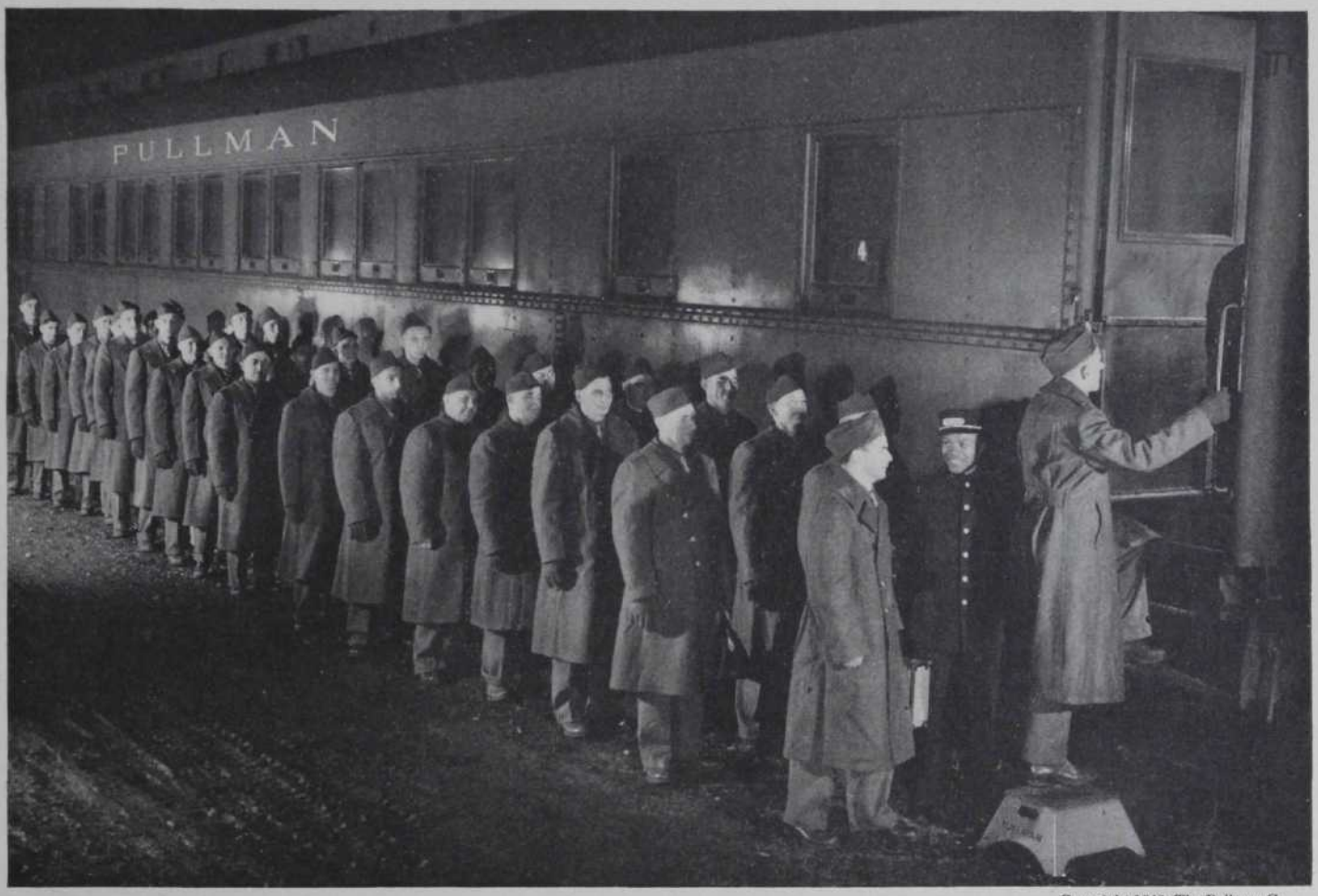
An inquiring party took this story to a temporary W.P.B. official. That gentleman, who has been studying such matters, did not look surprised. He mentioned a particular industrial organization that might reasonably expect to receive such questionnaires "from time to time." Since the concern he mentioned was not the one which received the questionnaire under discussion, this could presumably happen to more than one kind of industry. Not only that, but many executives will be surprised to learn that a number of such questionnaires are "wild-cats" or, in the language of the officials trying to halt them, "bootleg" affairs.

One business man, temporarily in the government service, told of one "bootleg" quiz that he described as big enough to cover his desk, and it was a large desk. For a long time the office



Industrialists have frequently been at a loss as to whether they should try to keep producing or take time off to answer questions

Every 2 minutes and 48 seconds!



Copyright 1942, The Pullman Co.



OVER SEVEN MILLION trips will be made by soldiers, sailors and marines in Pullman sleeping cars in 1942.

The average trip will be 1500 miles.

This means that Pullman cars will make about 185,000 *long distance* trips on military service during the year. On an average, a car-load of uniformed men climbs aboard a Pullman *every two minutes and forty-eight seconds!*

We asked the Bureau of Censorship to let us give you these figures because they illustrate how huge a task Pullman and the railroads face.

So far, the job is being handled *without seriously inconveniencing civilian travelers.* We're rather amazed at that ourselves. We hope that it can continue to be so handled. We *think* that it can. But a lot depends on you.

You can help tremendously by cooperating in the observance of these four simple *wartime travel rules: 1.* Make reservations early; *2.* Cancel unwanted space promptly; 3. Take only necessary luggage, and; *4.* Travel when trains are least crowded.

Moving troops comes first, of course. You wouldn't want it otherwise. But civilian passengers need *sleep* going, too, in order to *keep* going at the wartime tasks on which most of them now travel.

We haven't forgotten that. And won't.



YOU GET a soft, sleep-inviting bed in whatever Pullman space you travel—upper, lower or room. Privacy and comfort, too. That's why almost every wartime passenger cooperates so cheerfully in accepting whatever Pullman accommodations are available whenever he has to make a trip.

SLEEP GOING—TO KEEP GOING—

Go Pullman

KEEP YOUR PLEDGE TO BUY WAR BONDS AND STAMPS . . . PULLMAN EMPLOYES ARE KEEPING *THEIRS!*

had been hearing from this document, but nobody seemed to know who had sent it, why the information was wanted or anything else about it. The questionnaire, for all its size, was simply an orphan. Finally it was traced to the War Department, and steps taken to halt its career.

This particular paper is only one of a number of such Flying Dutchmen of the statistical world which Washington is gradually taking from circulation. Finding those that have gone in the past is difficult. Washington learns of them in different ways. Occasionally an executive, receiving what he thinks is an official circular requiring a lot of work, complains to W.P.B. That may be the first time Washington has heard of the document.

Some recognize bad eggs

OTHER unauthorized questionnaires get picked up when the man on the receiving end writes in to ask for clarification of a puzzling detail. Sometimes, too, a concern experienced in such matters gets a form that just looks unorthodox—like a hen gets to know which eggs belong in the nest and which ones are ringers. This starts an inquiry.

Halting them before they can get started is another matter. Here the W.P.B. committee has really put system into the business. Any telegram in the nature of a data request, that goes to three persons or more, say, is a data request in fact. As such it can only go over the telegraph wires if it is signed by one of two individuals—not initialed, not signed by proxy, but actually signed by one of these two men. Those who clear such messages have learned to spot data requests and any not bearing the required signature goes upstairs.

The official wanting the information then gets a chance to justify his request. If his reasons are sound, the message goes out. If not, an unnecessary annoyance is caught in its tracks. This is only one of several definite checks installed. Another actual step has been to "impound" all mimeograph machines except those under certain high officials.

It is fair to doubt if any of the questionnaires that formerly flooded the mails was deliberately bootlegged. Some enthusiastic officials, new in Washington, start grinding out data requests. Sometimes the urge to ask questions overtakes them when they are traveling away from Washington. But a copy of the message must go on his expense account sooner or later. Then the committee sees it. If the telegram is a maverick, the official gets the bill, and if the inquiry went to a number of addresses, this can be severe.

Some approved forms go regularly to an enormous mailing list—upwards of 25,000 addresses in some cases. One such form is PD-25-A in connection with Production Requirements Plan operations. A lot of concerns get this one. They will continue to get it and to make it out in two originals and two sets of four carbons each.

Then there are administrative returns—forms used by some agency to administer a law or regulation. The income tax law, for instance, entailed as far back as 1938, some 10,000,000 income tax and informational returns. Non-administrative returns—containing data which some government bureau or another considered necessary—ran to 38,000,000 that year, including 12,000,000 for unemployment canvassing.

In 1938, returns of one kind or another totaled 60,000,000, an average of 20 per individual enterprise. Nearly 27,000,000 were characterized in a special report as based on authorization too indefinite to permit classification as to their real function. Somewhat less than half were really mandatory by law.

6,500 reports from one company

MENTION of round numbers involved in such reports means little until you hear about an individual case, or it happens in your office. Walter S. Goodspeed, vice president and treasurer of the American Boxboard Company, a Michigan concern, for instance, complained in a letter to Senator Vandenberg that his company and its employees have to make out annually 6,500 separate reports to either federal or state agencies, some monthly, others annually; and the Bell Telephone system had to sidetrack 150 to 200 employees and officials from all other work, including war and emergency duties, to get up a rush reply to some Federal Communications Commission questions on its service operations.

Today there are 360 repetitive forms, —that is, forms or questionnaires that must be filled out and returned regularly to Washington, for War Production Board purposes alone. Of these, 290 are incident to the operation of priorities; the balance are for check on material inventories and similar matters.

Some of these forms are simple—merely a few questions about current operations. Others are big. One that has gone regularly to producers of a certain metal resembles a super-duper corporation surtax return with, in addition, some five supplementary papers, all to be filled out carefully at regular intervals.

In some cases a concern is required to prepare the same information in slightly different form for several Washington agencies. The result is irri-

(Continued on page 93)

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Happy Birthday to You...



ALTHOUGH W. A. Hey, formerly of Phillips Petroleum Company, is now Private Hey, stationed in Mississippi, he took part in the Company's recent celebration of its twenty-fifth birthday. Showing that it had not forgotten its 750 employees who are now in service, the company reversed the traditional practice and celebrated its birthday by sending presents instead of receiving them. Each of the 750 received a planned parcel. Chairman Frank Phillips told the staff: "Those employees who are now in any branch of military service are, among other things, working for the preservation and future of the Phillips Petroleum Company. The company desires to remind them, in a small way, that we realize this. We hope that, as these parcels are received, there will be 750 separate birthday celebrations all over the globe instead of just one celebration here on the home front."

★ ★ ★

He's the biggest Meat Eater in the world!





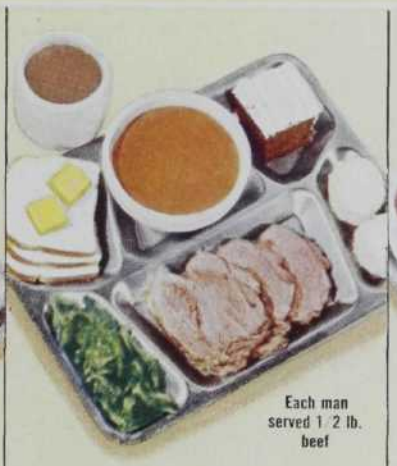
Actual meat portions served in one day to men in the U. S. Navy . . . Meals typical of the nourishing food served our armed forces every day



Each man served 1/5 lb. bacon

BREAKFAST

Stewed prunes
Corn flakes with fresh milk and sugar
Bacon with fried scrapple and hot syrup
Bread and butter
Coffee



Each man served 1/2 lb. beef

DINNER

Cream of tomato soup
Pot roast of beef with brown gravy
Boiled potatoes
Stewed spinach
Chocolate cake
Bread and butter
Coffee



Each man served 1/2 lb. hamburger

SUPPER

Grilled hamburger steak with fried onion gravy
Spaghetti and cheese
Vegetable salad
Fruit pudding
Bread and butter
Coffee

One Pound of Meat Per Man Per Day . . . That's Orders from the U. S. Navy Commissary Officer!

From the Admiral to the rawest recruit in "boot" training, Uncle Sam has the best fed Navy in the world! Not one man in ten ate as nourishing, well-balanced meals at home as he gets in the Navy today! And meat is the mainstay of his diet. Uncle Sam sees that every soldier, sailor and marine gets a pound of meat every day — because this muscle-building food is as important as munitions to a fighter's stamina and morale.

Today, Armour and Company, together with other packers, is shipping millions of pounds of meat *every day* to the armed forces. And next year, it may be double or triple this amount. In addition, Armour is supplying tons of meat and dairy products daily for our allies through Lend-Lease. And continuing to supply the famous Armour's Star Meats and Cloverbloom dairy products for our folks at home.

Because meat is of such vital importance to America's war effort, temporary shortages in certain cuts of meat have been unavoidable on the home front — but our boys in service haven't felt any delays or shortages. Uncle Sam did not have to build any mass production plants for meat. The billion dollar plants of the meat industry, developed in peace-time, went to work for Uncle Sam the day war struck. We are glad that Armour and Company is one of the firms big enough to help in an important way.

Armour and Company

Free Illustrated Booklet—"Food for Freedom"—shows why our fighting forces are the best fed, best equipped fighting men in the world. Send today for your copy—free. Write Armour and Company, Dept. 80, Chicago, Illinois.

© ARMOUR AND COMPANY



A—You read a letter in your boy's own writing, like that above. B—The three small boxes shown in the photograph contain over 5000 of these letters—in the form of photographic film. C—On this one roll of 16-mm. film—shown in reduced size—1700 letters have been photographed.

Kodak created, U.S. Government adopts "V···-MAIL"... for communication with our men on distant fronts

Your boy writes you a letter on a sheet of paper—regular letter size. This is photographed on Kodak microfilm—is reduced in size to about a quarter of a square inch . . . 1/100 of the weight of normal mail.

With thousands of other letters—85,000 letters weighing 2000 pounds weigh only 20 when reduced to microfilm—it is swiftly flown from his distant outpost to America.

Here, again through photography, the letter addressed to you is "blown up" to readable size—folded, sealed in an envelope, and forwarded to you. It is as clear as the original writing. It really *is* the writing of your boy because it's a photographic print.

And your letters to him, which you write on special forms, go by the same space-saving, time-saving V···— Mail.

Kodak developed and perfected the process . . . Pan American Airways and British Overseas Airways, the two great pioneers in transoceanic air transport, blazed the air trails . . . and the three companies, as Airgraphs, Ltd., offered the service to the American and British governments.

In April, 1941, under the trademark "Airgraph," England first employed the system to solve the problem of getting mail to and from the forces in the Near East. The Airgraph System was expanded until it knits the British Empire together with about a million letters a week—personal and official.

And now the men serving overseas in the American armed forces also have the benefits of this form of speedy correspondence.

Airgraph, or V···— Mail as it is called here, is an adaptation of Kodak's *Recordak System* which has revolutionized record-keeping in thousands of banks and business houses. Many records of the U. S. Census, Social Security, and Army Selective Service are on microfilm—error-proof, lasting miniature photographic copies of the originals . . . Eastman Kodak Co., Rochester, N.Y.

SERVING HUMAN PROGRESS THROUGH PHOTOGRAPHY

Management's Show Window

By LOUIS HANCOCK RENN

"DO YOU like it? Do you think it's a good annual report?"

"Fine!"

"Have you any criticism?"

A unanimous "No."

"Do you think it's the finest annual report you have ever seen?"

"Yes," with much enthusiasm.

"Have you any suggestions for improvement?"

"No."

This highly satisfactory quiz took place at the annual meeting of a large corporation. The president asked the questions. The stockholders gave the answers. A stockholder's proposal that "the management be thanked for its handling of the stockholders' interests" brought a hearty shout of approval.

Such support, given to hundreds of corporate managements, would enable business to live in peace with the various groups that make up its public.

An example for others

BUT there is too little support and even less peace. One corporation got such answers because its management believed that the stockholders should be well informed and then set about doing it. Other corporations could do as well; many do and their number is increasing.

Even a superficial examination will disclose the sharp struggle between management, labor leadership and government. All three are seeking public support. At what might be called "the half," labor leadership and government are leading management by a large score. Calling its plays badly, often passing wildly when rushed, management is missing many scoring opportunities. One opportunity inexcusably muffed, and here the idiom of football goes back to the gridiron, is the corporation annual report.

Once a year—oftener if interim reports are printed—corporate management has a chance to tell how well it has handled its job. With the results of 12 months in and counted; cash in till, inventory taken, the managers of business can say what they did and how it was done: How a relocation of factories and warehouses cut shipping

★ ★ ★

Does Your Annual Report:

1 • **Give adequate disclosure?** Going beyond the formal requirements and projecting figures and facts so that the actual picture can be seen.

2 • **Use plain talk throughout the text?** Not "Current Liabilities, $10,000,000," but "Current Liabilities: Notes and Loans Payable, $2,000,000; Accounts Payable, $5,000,000; Federal Income and Excess Profits taxes accrued, $1,000,000; Special deposits on government contracts, $1,500,000; Dividends payable on preferred stock, $500,000."

3 • **Give comparable figures for three,** and preferably more, years, from statements of income and of surplus and the balance sheet?

4 • **Give clear, detailed description** of the physical operations involved in running the business, stating what raw or semi-finished materials are used, where they are obtained and the manufacturing processes used in making the finished product?

5 • **Name products** and tell how they are used?

6 • **Describe the effect of taxation,** with nothing withheld as to the implications of the war?

7 • **State the labor policy** and describe the relations with employees? Tell about provisions for sick leave, retirement, vacations, employee schools.

8 • **Discuss relations** with the public in the light of the company's function; its production of goods or services, and how it is performed?

9 • **Explain the scope** of the accountant's work and the cooperation extended to him by the management? Principles of accounting applied in the consolidation of accounts should be stated.

10 • **Provide a brief,** concise, financial summary of net sales, net profits, net income per share, total of taxes and the net per share figure, total dividends to common stock and also to preferred stock and the per share figure for each? This summary should be placed at the beginning of the report and be within the review of the year's operations signed by the president or chairman.

11 • **Tell how the business** is helping to win the war? War censorship should not be used as an excuse to limit this information, the Securities and Exchange Commission having stated recently that "it is apparent that appropriate generalization (about war production) is practicable, would provide protection for investors and would avoid any disclosure contrary to the code."

12 • **Use material** selected and written with the purpose of informing the employee as well as the stockholder? Every employee should be given the annual report to stockholders. It is a good practice to state that the report was prepared "for the information of stockholders and employees." If there is an employees' publication, an occasional issue should go to stockholders.

13 • **Use pictures and color?** They are particularly effective in describing relations with employees and in showing the scope of war work. Products and their uses can be vividly portrayed.

14 • **Have typography and lay-out** well done? If not the good effect of excellent material will be diminished.

15 • **Use paper and binding** of a quality and type that will constitute a proper framework for the presentation of a year's hard work by management and employees?

★ ★ ★

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The American Telephone and Telegraph Co.:

"The management of the American Telephone and Telegraph Company presents herewith an accounting of its stewardship for the year 1941 for the information of stockholders, employees, telephone users, and the entire American people who have entrusted to private enterprise the responsibility for carrying on this essential service."

—See Rule 1

★ ★

costs, how research led to a new and cheaper way of making a better product, what portion of the business is devoted to the production of swords and how it was changed from plowshares. They could tell how they guarded employee welfare and what that meant in terms of steady production and in the delivery of goods to customers on schedule.

Put the cards on the table

WHY miss this opportunity? After working like the devil all year, why get the words twisted, forget to say important things and make a fumbling, halting appearance when you have a chance to tell how it was done? Why not put the accomplishments of the year on the counter so stockholders, employees and the public may see what was done? The counter is the annual report.

What result should management seek when it prepares an annual report? Should it satisfy its legal counsel? He might say: "The conditions imposed by the corporation's by-laws and by the state and federal statutes must be met."

Should it satisfy its public accountant? He might want to use the terminology of his profession to explain "the accounting treatment of specific charges made to capital surplus."

Then there is the financial analyst who would be interested in "the items comprising the uneliminated balance in investments as carried in the balance sheet."

The lawyer, the accountant and the financial analyst should have what they need to perform their important functions. Then all three should be "excused" while the report is written.

Who is left? The real "bosses." The stockholders, the employees and the general public.

Let's find out what they want to know.

"Well," says one of the stockholders, "have those technical fellows left the room? Good. We can't read what they write. Now this is what I want. The management calls me the owner. And what do I know about my business? The annual report told me:

"The results of operations of your Company and its wholly owned subsidiaries for the fiscal year ended April 30, 1942, are shown by the annexed Consolidated Balance Sheet with related Income and Surplus Accounts, audited by our independent accountants.

"As set forth in the footnotes to the Balance Sheet herewith presented, no part of the earnings from the year's operations of your Company's non-consolidated subsidiaries has been included in the consolidated Income Account, a condition in contrast with the practice of the preceding period. This condition was dictated by circumstances beyond our control. Therefore, your company's accounts will be subject to readjustment when its share of the earnings of such subsidiaries can be determined.

"Inventories have been taken at the lower of the cost or market, as usual.

"Your Management, with regret, informs you of the loss by retirement of its Secretary.

"The untiring efforts and loyalty of all employees are hereby acknowledged.

"By order of the Board of Directors.

"And there was an accountant's opinion, a balance sheet, statements of income and surplus and the names of the directors and officers.

"Remember, it's my company; the management said so, but they haven't told me much about it. I'd like to see a list of the products, know what they look like and how they are used. Where are my factories, what do they make and where do they sell it?

"It was good news that the employees are loyal and untiring but I'm more interested in knowing if they see how their bread is buttered by increased production, lower costs and better quality for the things they are making.

The team plays together

"HAS management shown the employees that business is a three-man team, stockholders, labor and management? The annual report ought to answer those questions."

"Wait a minute," says an employee. "I'd like to have the annual report written for me as well as for you. Sure, I get paid for my work but my interest doesn't end there. I want to know if new, improved equipment is being installed. I want to know if enough is being spent on repairs to keep the wheels turning at top speed so I can turn out more stuff and can make more money. One line in the balance sheet: 'Plant and Equipment—$10,000,000, less Reserve for Depreciation, $1,000,000,' doesn't satisfy me.

"In my shop the management has

(Continued on page 94)

★ ★

Allied Stores Corporation:

The Company's activities form a part of one of the most fundamental of all industries, that of distributing needed and wanted merchandise to the consumer. Laboratory discoveries or inventions of others, technological improvements, mass changes in customs or habits, and the dictates of fashion contain no hazards but rather offer opportunities to the alert retailer.

While distribution to consumers is a fundamental industry, it is also a most highly competitive one. Identical or similar merchandise is generally available to competitors at approximately the same cost price. Usually, cost prices are established by the manufacturer and retail prices by competitors. Many elements of operation expense are of a fixed or inflexible nature and are constantly becoming more so. There are no effective patents, trade-marks, or copyrights that assure profits or cushion losses for the retailer. Buying and selling are each done in open competitive markets which means on a basis at which the inefficient fail. Possibilities for consistent growth and profits lie in the degree of excellency of the operation.

—See Rule 2

★ ★

Watch Them Cut Red Tape

By MAJ. GEN. LEVIN H. CAMPBELL, JR.
Chief of Ordnance, U.S. Army

FORMULA for military success: Turn business men loose where possible on the job that they know how to do best

THE ORDNANCE Department has found that the best way to get production results is to turn business men loose, wherever possible, on the job they know how to do best. Miles of red tape can be eliminated, war materials will flow faster, the most intricate technical problems can be solved speedily, and a heart-warming *esprit de corps* quickly develops.

We have had one particular experience which proves the point and provides a great tonic to one's faith in the inherent decency of human nature—an instance in which a large number of business men are working for their Government on a voluntary basis without compensation, against their own self-interest.

They do it in a spirit of willing cooperation which, I suspect, no compulsory measures could bring about.

Last winter serious, though spotty, shortages of machine tools for important war production developed. I sent for an old friend—N. P. Lloyd, president of the Lloyd Arms Machinery Company in Philadelphia—and asked him to help me make better use of the available machine tools in Ordnance war industry all over the country. He took on the job, without pay, without uniform. First he went into a tank gun plant. By applying the knowledge he had acquired over the years in the machine tool industry, he got that plant into production four months ahead of schedule. Out of that has grown what we call the Lloyd Machine Tool Panels, set up in ten of the 13 Ordnance Districts. They have saved the Government a great deal of money, in addition to speeding the flow of war materials from factory to fighting front.

The panel in each district consists of approximately 26 men who serve in rotation, five or six at a time. All members are from the machine tool industry, most of them being dealers and salesmen who must know the location of every machine tool in their territory. As production emergencies arise, the panels scour the territory for the needed machines—a lathe from this plant, a milling machine from another, until equipment is located. This cuts them out of sales of new machinery but from the way they go at the job no one would suspect they were working against their own self-interest.



U. S. ARMY SIGNAL CORPS

General Campbell: "With our factories and arsenals staffed by skilled, mechanically-minded Americans, how can we lose?"

A Chicago district plant, for instance, had a big order for a certain bomb and shell part. Automatic screw machines were indicated last January to handle one major operation on this job. But the machines weren't scheduled for delivery until December. The panel went to work; found the operation could be done without the screw machines, and proposed that the order be distributed among 37 small shops. As a result, bombs and shells involving these parts are now in use, small concerns were enabled to stay in business, and the screw machines haven't been needed at all.

In countless instances, the members of these panels have persuaded one plant to lend equipment to another doing a rush job—thus cutting the panel members out of sales orders. They have been responsible for spreading a huge volume of work over many small industries on the best possible basis, by following the laws of economics instead of legislative or official edict.

Not a one of these fellows has received a nickel. There are now about 250 panel members, and we are setting up still more. We haven't seen a sign of self-interest yet, and it's a joy to watch them cut through the red tape. We had a sort of convention of panel members recently in New York. They call themselves "Campbell's Cowboys," but the man who put the whole program over was Mr. Lloyd. I call them the "Home Rule for Ireland" committee.

There are many proofs of the effectiveness of their work. We were able, in June and July together, to cancel orders for 1,600 machine tools, for 1,700 in August, and for 1,100 in September. These men took orders for those machine tools away from themselves.

This is the sort of patriotic cooperation which enables us to say that America's colossal war production effort, excelling as it does in quantity and quality the output of our enemies, is turning out the finest fighting tools ever placed in the hands of fighting men.

We can build a better automobile, a better typewriter, a better icebox, and we can build—and we are building—better machine weapons. The enemy cannot outdo American design and American production, and American spirit.

With the help of such men as I have described, and with our war factories and arsenals staffed by skilled, mechanically-minded Americans, how can we possibly lose?

Open House for Production Ideas

By W. G. MARSHALL
War Production Drive Policy Committee Chairman,
Westinghouse Electric & Manufacturing Co. Vice President

WE ARE fighting a war in which our survival as free men depends on our ability to coordinate fully extended efforts, in their proper pattern, toward a single common objective—victory.

Action on the land, on the sea and in the air must be carefully coordinated to present the greatest effective overall striking power. The production front has a similar tactical problem. It is the careful coordination of men, machines and materials for the greatest possible production.

Labor-management committees sponsored by the War Production Board have become a factor in extending production in many plants producing the materials of war. They may be arranged readily in others.

These committees are made up of numbers of representatives of labor and management in any plant or division. They meet regularly for the general purpose of increasing war production.

That is done under no fixed formula. The pattern must be fitted to each set of circumstances. It can be successful only in a spirit of whole-hearted cooperation. There can be no reservations, no suspicions of purpose.

Perhaps the greatest good to be derived from the formation of a labor-management committee in any plant is the feeling of responsibility toward the war program which it engenders—the simple fact that it provides the facilities for every person in the organization to put to good use extra effort and extra thought to help win the war.

These committees provide an avenue for the free flow of ideas that are certain to prove helpful and may be invaluable now and also after the war.

In our experience, suggestions received through the committee have proved eminently helpful. Good suggestions have been received in volume greater than ever before. In such volume, in fact, that ideas have been examined and approved faster than they can be adopted.

The committees also are helpful in that they provide the means for employees to share in the extra-curricular activities created by the war. In War Bond drives, for example, many employees have felt that they were being pushed a bit too hard, when actually the goal had been set by the Government as reasonable and fair. The attitude is far more receptive when part of the responsibility for such efforts rests on labor.

Another accomplishment of labor-management committees in some plants has been the material reduction of absenteeism. In these plants labor members of the committee, or of a subcommittee, call on absent workers at their homes. If the worker is ill and needs aid he gets it. If the absence is not justified an attempt is made to impress on the worker the importance of his being on the job.

The committees also provide a vehicle for the clearance of minor irritations—the little things that sometimes grow into big things simply because there is no prompt way to prevent or correct them.

The function of labor-management committees is restricted to efforts toward increasing production, directly or indirectly. Management continues to bear entirely the responsibility and authority for all operations. Management makes the final decision on all ideas and suggestions screened for it by the labor-management committee.

The fear that organized labor would use these committees to take over part of the function of management or the fear that they are a plan to lessen the effectiveness of collective bargaining have not been borne out by experience.

We invite all industry to form labor-management committees to help accelerate war production. Formation must be voluntary.

A committee may serve any specific plant management and labor group just as we on the recently appointed War Production Drive Policy Committee aim to serve all labor and management. The policy committee is composed of two representatives of labor, two of management, and a fifth member as chairman.

Our function is to examine carefully all the voluntary labor-management activities and pass the more helpful suggestions along, just as a plant committee examines employees' suggestions and sends the more helpful along to the management.

The Suggestion Box Comes to Life

By A. H. SYPHER

SODA POP and war production may appear to have little in common, but they came to official attention hand in hand at the Willard Storage Battery Co. in Cleveland.

On the minutes of a joint meeting of executives and men who work in the Willard shops is recorded a war-minded employee's suggestion that a five-cent deposit be required on pop bottles dispensed in the plant.

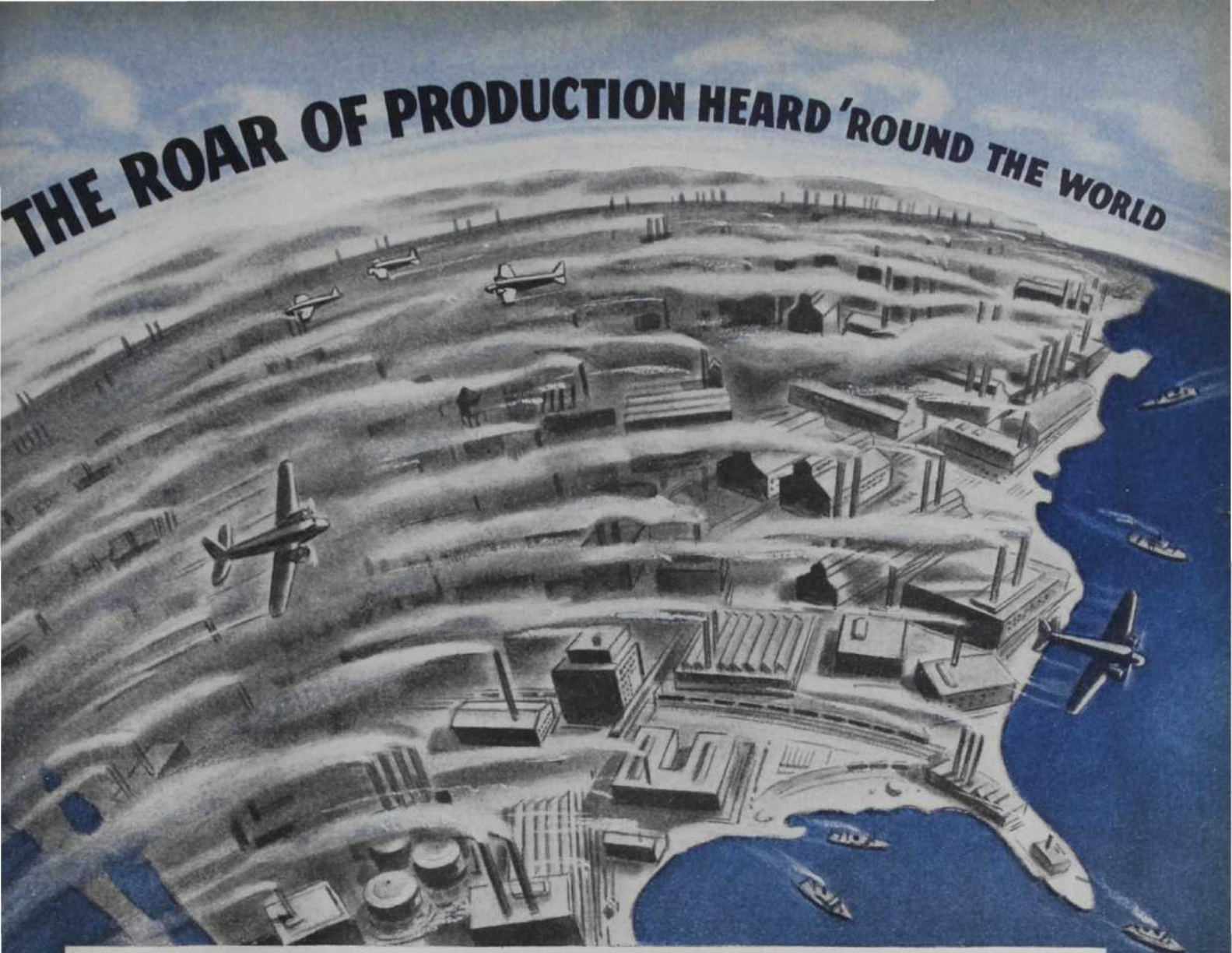
This was a session of the War Production Drive labor-management committee formed at the invitation of Donald M. Nelson to accelerate production for war, and that is precisely what the worker had in mind.

With no incentive to return bottles to the vending stands, workers were tossing them into a driveway alongside the building. War materials move over that driveway, and the plan to eliminate the broken glass hazard got prompt attention.

The committeemen also considered a worker's proposal that a lacquering operation on battery boxes be lopped off to save labor, materials, power, space and equipment, and to eliminate a fire hazard and a bottleneck.

Bulletin board posters, the geographical problems involved in Willard's share-a-ride plan, and several safety measures also were deliberated, along with possible causes of a short circuiting condition that sent some of the products to the scrap heap instead of to war. Plans to improve testing devices were got underway.

(Continued on page 78)



. . . *begins with* PAPER WORK ROUTINES

Thundering an *action* reply to the challenge of attack, industrial production is mounting to record levels. The increasing volume of its roar is reaching into far places, but urgency is demanding better and better use of *time*.

Time that can be *saved* can win the Victory, and *work simplification* is the champion timesaver. For opportunities to simplify procedures that help to control production, look to *paper work routines*. For the means to better results from paper work routines, look to Addressograph-Multigraph methods.

Effective *organization* of paper work, with *increased production time, prevention of mistakes and waste,* and *accurate costing of operations,* is specialized work that Addressograph-Multigraph methods have been accomplishing for many, many years.

USERS OF OUR PRODUCTS are entitled to the services of our Methods Department. It can help to extend the use of their equipment in Purchasing, Storeskeeping, Production, Marketing, Shipping, Billing, Collecting, Disbursing and all key operations of business. To those who are interested in up-to-date information on better methods it is available on request, without charge.

ADDRESSOGRAPH-MULTIGRAPH CORPORATION • *Cleveland, Ohio*

Addressograph and Multigraph are trade-marks registered in the United States Patent Office

Addressograph-Multigraph Methods **SAVE BRAIN HOURS AND HAND HOURS**



GEORGE LOHR

It's patriotic to conserve: Fortunately shortages create sales opportunities as well as liquidate them

TEN IDEAS for Retailers

By JOSEPH REISS

HAS WAR broken down old departmental boundaries: Are you missing sales chances? National sales campaigns suggest some antidotes

IRVIN S. COBB years ago described a pussyfooter as one who could do a buck and wing on a tin roof without making a sound. Today retailers must be almost equally adroit if they are to make their patriotic contribution to winning the war—on the one hand—and surviving, on the other.

The storekeeper's position is most delicately poised. He must not oversell or increase prices—to do so would encourage inflation. He must not speculate in inventory—that would increase shortages of civilian merchandise. And yet, running neck and neck with such "must nots," is the fact that Uncle Sam doesn't want retailers to go out of business—not the better retailers, at least.

However, to stay in business, retailers must sell merchandise—and many kinds of merchandise are becoming increasingly scarce. This means that present sales must be made with what is left. Fortunately, shortages create marketing and sales opportunities as well as liquidate them. Manufacturing companies, knowing that, have developed plans by which they hope to insure their own survival.

Recently I studied the survival plans of approximately 70 manufacturers and was surprised to note, time after time, that these plans could be used, often as is, by retailers.

I have compressed the manufacturers' ideas into ten sales points which, applied in your store, may help build good will by benefiting customers even when you are forced to turn them away without the goods they came in to buy. Suppose we go through your store. It may be a department store, a hardware store, a dry goods store or a general store. Whichever it is, it is both patriotic and good "survival" business to study your inventory and determine what items can be promoted in new and more effective ways. All right, let's go:

Idea 1: Our product enables you to prolong the life of an item that is becoming scarce.

THERE appears to be no limit to the variety of products to which this "prolong its life" approach can be extended.

Suppose some one comes into your store to buy a rug. If you don't have a rug you can at least show him or her how to make an old rug last longer. It's a way to make a friend and perhaps a sale.

Ozite Rug suggests a way to do that. The company says in its advertising: "Save that old rug. In times like these, it's not sensible to let rugs and carpets wear out needlessly. Make them unbelievably soft and new again by simply laying them over Circle Treat Ozite Rug Cushions. You'll probably get years more wear, loads more comfort—and you'll save enough money to invest in War Bonds and Stamps."

Furniture supplies are dwindling, too, but homemakers still demand change and color. Sure-Fit Products advertise: "A Smart New 'Front' for the Home Front" in the form of ready-made cretonne slip covers with self-adjusting knitted backs.

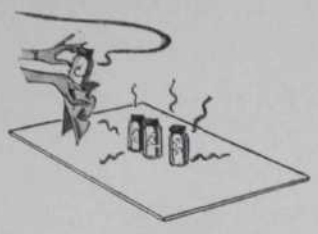
Or take paint brushes. The makers of Savabrush run copy which says:

> The more our front pages bristle with war news, the harder it is to get good bristles. So where's the dollars-and-sense in throwing away old paint brushes? Save 'em with Savabrush!

Durham Shave Kit advises: "Blade rationing is no worry if you own this Durham Shave Kit."

As another example, if you can't sell customers a new washing machine or an electric iron, you can earn their good will by telling them what Royal Lace Paper Works, maker of Roylies, is telling women—that lace paper doilies save fine linens—save washing machines—save electric irons.

Pratt and Lambert ("61" Floor Varnish) advertise: "You'll paint less and



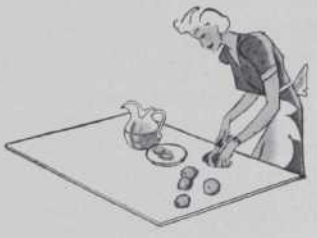


a Libbey-Owens-Ford Product

TEMPERED VITROLITE

comes to the rescue of the kitchen table





THERE'S little about the work surface of a kitchen table to arouse one's scientific or engineering interest. Yet, when the basic material from which it is made is suddenly sent to war, a major replacement problem is created.

The new material must answer a multiplicity of demands. It must be strong and durable, highly resistant to thermal and physical shock, sanitary and easy to clean, nonporous, impervious to acids, and most important today, *abundant*.

Here's a combination of physical and chemical requirements as exacting as many modern industrial material specifications. The problem, however, can be solved successfully through the controlled characteristics of glass. In this case, *Tempered Vitrolite* provides the answer.

In the development of this product, our engineers began with a standard Libbey·Owens·Ford product, Vitrolite. This well-known glass is used in modern store fronts, and as wainscoting for bathrooms and kitchens. Its surfaces are smooth, sanitary, nonporous and easy to clean. It is stainproof and resistant to all common acids. It is opaque, made in the purest white, or in a wide range of other attractive colors.

Just one step was necessary to make Vitrolite the perfect kitchen table top. By a special process we tempered it and endowed it with an iron constitution. Through this process it becomes so strong that it will support the weight of an average family. It is amazingly resistant to physical impact. It stands thermal shock so well you can place it on a cake of ice and pour hot molten lead on the topside without causing a crack.

Because of its unusual work surface advantages, don't be surprised if you see *Tempered Vitrolite* in many applications other than the top of a kitchen table.

This is an added example of how modern know-how is fitting glass to serve in ever-increasing usefulness. Maybe one of the many types of Libbey·Owens·Ford flat, bent or tempered glass products will solve your problem. Libbey·Owens·Ford Glass Company, 1396 Nicholas Building, Toledo, Ohio.

L O F

LIBBEY·OWENS·FORD

QUALITY *Flat Glass* PRODUCTS

save more with good paint." Scottowels offers: "Helpful Tips on how to make your Scottowels go farther." It is good retail copy as well as good national advertising copy.

Both Lux and Ivory Snow supply excellent copy on "how to prolong the life of hosiery." Park & Tilford advertising features Tintex stocking dyes, telling women these dyes will make their hosiery wardrobes last longer. Tintex is also advertised as a lifesaver for faded fabrics, curtains, dresses, etc.

Do you begin to see the possibilities of this approach to your wartime volume problems? Suppose we go on:

Idea 2: Here is an alternate for the product you want.

THE retailer's salespeople may offer alternates readily. To do so in advertising requires tact and subtlety. For a manufacturer openly to bid for the business of another manufacturer who may be up to his ears in war production would be considered unsportsmanlike. Yet consumers' wants must be supplied.

Corning Glass probably would like to say: "When you can't get metal cocktail shakers, turn to the Corning Hostess Set." But its copy states:

It's suitable, too, for cocktails, because the specially designed pitcher is tall and slender, right in line with modern mixing technique where mixing is done by rotating in the pitcher rather than agitating a shaker.

Miner's Liquid Make-Up says: "Pour yourself a Pair of Stockings." Copy explains that it is "the same sleek, streakless leg make-up that English girls have been going wild about ever since silk hosiery disappeared for the duration." These are ideas you can use or you might prefer this approach:

Idea 3: Try this wartime use of—

WAR is creating innumerable special uses for long-established products—but only a few advertisers appear aware of them. Morton Salt, in radio commercials, has touched on the use of salt in extinguishing magnesium bombs. Should enemy bombing begin over here, several salt producers have advertising ready to run which points out the easy availability of salt for defense against incendiaries.

Advertising of the American Thread Company declares: "America Needs the Woman Who Sews!" The Spool Cotton Company offers a "Learn How Book" and points out that "Needlework is the best form of relaxation for war-torn nerves."

Absorbine, Jr., hitches to the war parade with this headline: "War-time walking speeds attack of Athlete's Foot." Johnson & Johnson pointedly ignore the war in offering their First Aid Kit, simply asking, "Do you have this important 'family friend'?"

Today when so many workers are getting their hands dirty, Procter & Gamble are taking large space to promote Lava as a toilet soap, emphasizing gentleness as well as thoroughness. Copy shouts: "Show us the Dirt that Lava Toilet Soap won't get." These manufacturers' copy approaches are made to order for you, Mr. Retailer. Here's another:

Idea 4: Our product will make staying at home more pleasant.

THE larger department stores and the super markets are aware that more home entertaining means more food consumption, particularly of higher-priced foods, beer and wine. Schlitz Beer has announced a new giant "Full quart *guest* bottle." The United States Playing Card Co. pictures the neighbors dropping in for a quiet evening and declares that "83 per cent of the people of this nation turn to card playing for inexpensive recreation."

Phonograph record and book sales are up. Games, hobbies, home sewing, wax to prepare the floor for dancing, glass jars for home canning, Certo for jelly making, equipment for backyard picnicking—all are given fresh sales appeal with this new war-time theme. And of course you're familiar with this one:

Idea 5: Our product will help you fix those items that you simply must make last longer.

THE war created a golden market for "fix-it" merchandise and many stores have opened "fix-it" counters or departments. Rutland Repair Products shows how to seize this sales opportunity: "You needn't spend a lot of money for home repairs if you follow these two rules. First repair what you have with Rutland Repair Products instead of buying new. Second, do the job yourself."

Press-On, Inc., promotes a new method of mending, declaring through an advertising character: "I can mend this tear in six seconds without sewing. With amazing new Press-On Mending Tape, I mend as I iron."

DuPont is promoting its Duco Cement for home repairs. Schalk Chemical headlines: "America can thank its Stars and Stripes for having learned how to make old things do." Suppose it's a product the customer can't fix. Our next sales theme covers that angle.

Idea 6: Let us help you keep our product in efficient repair.

THE automobile makers were the first to jump at this means of keeping their distributing agencies alive as well as their own names alive for the duration. Other manufacturers of durable consumer goods quickly followed suit—jumping the gun because we haven't been in the war long enough for home products to have worn out so universally that a huge repair market already exists. But this market is growing. Efficient repair services are now advertised for electric refrigerators, table appliances, ranges, irons and vacuum cleaners; for radios, pianos, gas ranges, cameras and kerosene lanterns. Many stores are offering these maintenance and repair services.

Next, where are the sales potentialities in the national thrift trend?

Idea 7: It's patriotic to conserve.

THE gospel of conservation has suddenly become popular in the most wasteful nation on earth. The automobile, tire and gasoline companies led the wave of retrenchment with detailed directions for its practice, usually coupled with the servicing programs just mentioned.

(Continued on page 84)



The fact that you have no new washing machine to sell need not prevent you from making another sale—and also a friend

MANAGEMENT'S *Washington* LETTER

A last minute roundup by a staff of Washington observers of government and business

HOLD YOUR HATS—HERE COME THE CONTROLS! With a rush.

Questionnaires, boards, restrictions, regulations, penalties, fees, summonses, new rationing—all the paraphernalia of which we have had only a slight dose so far is coming like a deluge.

Scores of new plans got the green light in appointment of Justice Byrnes as Director of Economic Stabilization.

Directives are pouring out of Washington as fast as drafting clerks can write them.

Most of the new controls immediately ahead apply to living arrangements of individuals and to consumer necessities. Tire inspections, meat rationing, travel curtailment, fuel oil regulations and the like—multiplied many times.

Biggest things in sight for management are:
MORE SQUEEZING OF NON-WAR BUSINESS.
COMPULSORY MANPOWER CONTROL.

▶ Many business firms producing for civilian consumption may have to convince a government bureau, in the next few months, that they should be allowed to stay in business.

This will apply first to firms in areas of acute labor shortages. Idea will be to requisition labor from non-essential employment for work in war factories.

Secondary objective will be to eliminate much duplication of civilian production and services, ease the burden on freight transportation.

Canada is going forward with a program along this line. Parallels between government policy here and in Canada are striking. Washington has observed Canadian and British experiments closely.

▶ Compulsory manpower controls are in prospect for next February or March.

War Manpower Commission wanted legislation in November, but White House ordered trial of what Mr. Roosevelt calls "volunteer" effort until February.

Regional machinery now being set up by Manpower Commission will attempt to persuade employers to do voluntarily now what they probably will be compelled to do next spring.

Regional efforts serve as laboratories to thresh out policies to be written into proposed mandatory legislation.

Employers will be asked to do their hiring through United States Employment Service, refrain from "raiding," employ more women, partially disabled persons, Negroes, aliens.

Behind-the-scenes struggle continues over whether civilians, through Manpower Commissioner McNutt, or the military, through General Hershey or General Somervell, will have final control of manpower.

Best bet is a combination of McNutt and Hershey.

Don't overlook Mr. Roosevelt's "fireside chat" statement that the principle of selective service system "could be used to solve any manpower problem."

This points to local committees of citizens—perhaps the present Selective Service boards, through whom civilians

ineligible for combat duty would be ordered from non-essential pursuits into war production, and be shifted from one area to another as necessity demanded.

A high-powered promotion campaign urging employers to accept manpower controls voluntarily is being shaped up.

▶Government appears headed for an official 48 hour work week for its employees. Some war agencies are already on a six-day basis.

Principle of 40 hour week would be preserved by paying time and a half for the last eight hours.

This is intended as an example for all business and industry, much of which is still on a five-day week, with all work optional over 40 hours.

▶Stabilization Director Byrnes is tightening government's economic controls all along the line.

He is President of the Home Front, with Mr. Roosevelt concentrating on war strategy and foreign affairs.

Henderson of O.P.A., McNutt of War Manpower Commission, Nelson of W.P.B., General Hershey of Selective Service, Davis of the War Labor Board are among those who will report to Byrnes.

All formerly reported to the White House—when they could get in.

Cabinet officers also report to Director Byrnes and accept his directives on matters placed under his jurisdiction by the President's order.

These include civilian purchasing power, prices, rents, profits, subsidies, rationing, wages and salaries.

> Note that Byrnes has divided salary controls between Treasury and War Labor Board. Both agencies are in snarls of regulations. Exemption of great numbers of salaried workers seems certain.

Biggest headache so far is limitation of salaries to $25,000 after taxes. This will have to be done by trial and error.

Director Byrnes intends to be an administrator as well as a policy-maker, but under present plans will not build a huge staff of his own.

He will work through existing agencies, and make them jump.

> He has already provided a lift in morale for agency heads and government workers who had been previously stymied by lack of direction and clear-cut authority.

First major task of Director Byrnes is to persuade a score or more of federal prima donnas to sing in concert. It is a role which he fits admirably.

He has already begun to deal direct with Congress. Improvement of relationship between White House and the lawmakers is a certain result.

In all the history of American government, there has been no other single individual, except Mr. Roosevelt, with powers remotely comparable to those held by Director Byrnes.

▶Here's good news for hundreds of thousands of business men plagued by the multiplicity of government reports:

After January 1, 1943, every official government questionnaire you receive will bear a symbol of the Bureau of the Budget, and an expiration date.

If, after that date, you receive from any federal agency information forms which do not bear the symbol, or for which the expiration date is past, you can ignore them.

Object is two-fold:

1. To abolish duplications, streamline necessary questionnaires, standardize accounting terminology.

2. To stop "bootlegging" of questionnaires by fourth and fifth string federal subordinates who feed their own importance by plaguing business with unnecessary questionnaires.

War Production Board led the way in this very important reform. It abolished 120 of its own questionnaires, simplified 132 others, and the job isn't finished yet.

WPB worked with business advisory committee consisting of representatives of U. S. Chamber, National Association of

Manufacturers, American Retail Federation, American Trade Association Executives and Controllers' Institute.

The advisory committee brought to Washington 20 top-notch industry statisticians who worked in W.P.B. all summer to streamline the information procedure.

Similar policy will be followed by Bureau of Budget, under Assistant Director Stuart A. Rice.

▶Last month we predicted rationing coupon banking would come soon after Jan. 1.

Now comes O.P.A. with announcement coupon banking will be established nationally as soon as experiments in Albany-Troy-Schenectady area are concluded. These will take six or eight weeks, at least.

So watch for new windows to open in your banks marked "Rationing Coupons."

Albany experiment, conducted jointly by O.P.A. and organized bankers, covers 33 banking offices.

All business men in that area who handle sugar, and all dealers above the retail level who handle gasoline, will apply at their local banks for rationing coupon banking accounts.

New ration checks will be used like money in transactions between suppliers, wholesalers and retailers of sugar, and all gasoline distributors except retailers. Individual consumers will not be affected.

> As the business men collect ration coupons from consumers and retailers to whom they sell, they will open coupon accounts with their banks. When they, in turn, receive supplies, they must present "checks" against their deposits of coupons.

Overdrafts will not be allowed—they will be violations against O.P.A. regulations.

O.P.A. will compensate the banks for handling the coupons on a basis yet to be fixed. No charge will be made to the business man.

Purpose is to facilitate the whole nation-wide ration system, which soon will cover many new items, and to ease the paper work of local ration boards.

▶House and Senate committees are going forward with spade work on a new tax program, but enactment will be left for the new Congress convening in January.

If you look upon the 1942 revenue measure as only a curtain-raiser, you'll have the right perspective. Few major issues were finally settled in the bill just passed.

Treasury's demand for an additional six billions in revenue came before the ink was dry on the 1942 bill.

Relations between the Treasury and Congress are approaching a new low, and the legislators are determined to go ahead on their own initiative, ignoring the Treasury's fact-finding and tax analysis services.

Before the new Congress meets, committees will assemble data and prepare recommendations on:

SALES TAX, which Senator George says must be the cornerstone of the next bill.

SPENDING TAX, favored by Treasury but exceedingly hard to administer.

FORCED SAVINGS, sought by Treasury as combination inflation curb and revenue producer.

RUML PLAN, fought by Treasury but which Congress may revive.

MONEY RATIONING, a dark horse.

CONTROL OF BANK DEPOSITS, another dark horse.

SALARY-INCOME LIMITATION to a fixed figure, giving legal recognition to Mr. Roosevelt's $25,000 salary limit principle.

Attention will be focused on the aver-



age citizen and the new inflationary income in the lower wage and salary levels—ignored by the present Congress.

> Business will get a little breathing spell in which to adjust itself to the huge new burdens placed on it in the 1942 tax bill.

More punctures in price ceilings, outcries against higher cost of living, will compel action on the major inflationary forces which were ignored by the present Congress.

▶ Don't underestimate the critical seriousness of the farm labor problem. It will develop sooner than you think into food shortages.

The depressing reports you are hearing about farm production are not exaggerated. They are verified by impartial observers who have no axes to grind.

In practically every farm section from coast to coast, the story is the same—many farms are abandoned, dairy herds are sold for slaughter, crops are going unharvested, and many farmers, unable to get labor, are auctioning off farms and moving into the cities for war jobs.

Curtailment of farm production is staggering. The full story hasn't yet been told.

Be prepared for wide-spread rationing of food stuffs and for shortages in many items of staple diet.

(See article "Food Crisis Is Real" on page 25 of this issue.)

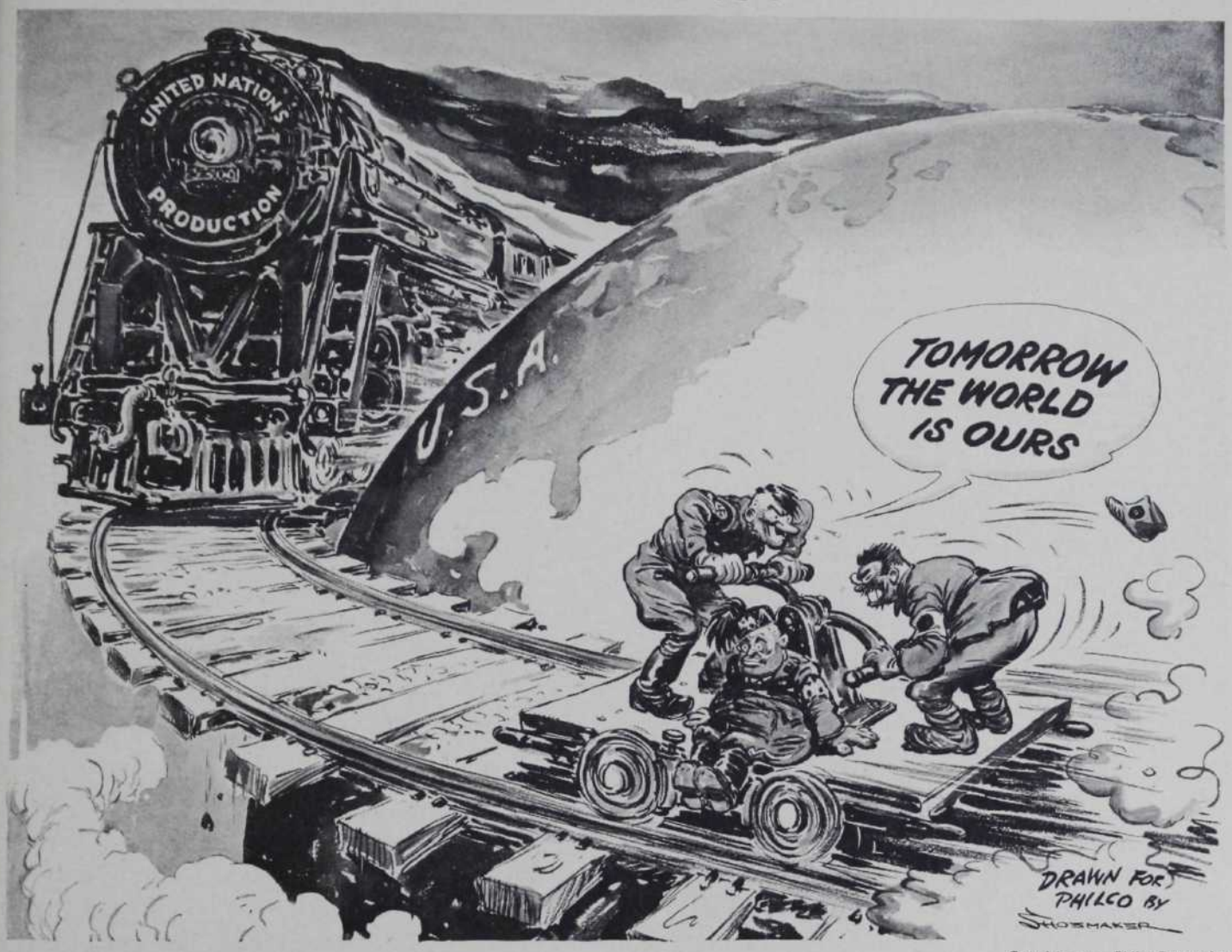
▶ Next year's demand for coal is expected to exceed 600,000,000 tons.

Most authorities believe there will be no shortage for at least a year, but there is serious question whether mine equipment will be able to stand the strain indefinitely.

Present excessive use is wearing out loading machines, mine locomotives, cars.

▶ Behind the Scenes: Wait 'till you see some of the instruction pamphlets war agencies are sending John Citizen to help him understand tire, fuel oil and other questionnaires. There's been nothing like some of the phraseology since Jim Landis' famous "obscure the illumination"....Mrs. Roosevelt probably will turn up in London one of these days....Ben Cohen of the disbanded Corcoran-Cohen team is back in high favor as legal aide to Stabilization Director Byrnes....It's possible Mr. Roosevelt was in full accord with Wendell Willkie's second-front prodding but couldn't say so publicly....Rush of war workers to Washington is tapering off; latest figures show monthly rise of 2,500 against 10,000 to 15,000 in early months of war....Wholesale inventories are being liquidated at rate of $100,000,000 monthly....Soldiers and sailors use twice as much soap as the average civilian.... Spring may see Canadian beef easing the U.S. shortage; Canada's packing facilities won't match production and prices probably will allow profitable export despite tariff....It's been years since any government official talked back to an important congressional committee like Rubber Administrator Jeffers did to Senate agriculture group; you could hear anonymous cheers for Jeffers all over the administrative section of the District of Columbia....Propaganda policy-makers are having rough sledding; Mr. Roosevelt's disavowal of "talk tough" campaign caught them short. ...Sex problem among war workers is serious in some areas; demonstrating that old restraints go when war comes....Farmers are paying off their debts with surprising celerity, in contrast to the last war's piling up of inflationary debt burden....Christmas tree lights will meet less than half this year's demand.... Mayor LaGuardia is no longer a white-haired boy around Washington; he has become one of Washington's most belligerent critics....Whatever became of Vice President Wallace?...Rumors of Secretary Stimson's resignation are on a par with the regular reports years back of Secretary Mellon's imminent departure from the Cabinet....Admiral Leahy limits his social activity to occasional evenings with old Navy cronies, and entertaining his small granddaughter.

Sez You!



Copyright 1942—Philco Corporation

This cartoon by Shoemaker is another in the series being drawn for Philco by America's leading editorial cartoonists to interpret the spirit of Philco's soldiers of production. It is being posted on bulletin boards of the Philco factories as a symbol to the men and women of Philco of the purpose and significance of their work in the united effort for Victory.

THE Army-Navy "E" flags that fly above the Philco plants at Philadelphia, Trenton and Sandusky are citations of *Excellence* in the production of war equipment from our fighting forces to the men and women of Philco. They are symbols of the vital partnership between our soldiers of the front and our soldiers of production.

More than that, they are *battle flags* for America at home, symbols of the devotion and sacrifice beyond the line of duty which are the price of Victory. For that is the spirit in which industrial America, as the War Department citation reads, is "accomplishing today what yesterday seemed impossible."

The Philco laboratories, machines and assembly lines are producing communications equipment, radios for tanks and airplanes, artillery fuzes and shells, electric storage batteries for the Army, Navy and War Production plants. They are doing their share to the end that America's might may strike the decisive blow for Victory. And that mankind may enjoy in freedom the more abundant life which will arise from the scientific miracles born of war.

* * *

Free Limited Offer . . . While available, a full size reproduction of the original drawing by Shoemaker will be furnished gladly upon request. Simply address Philco Corporation, Philadelphia, Penna., and ask for Cartoon Number 26L.

PHILCO CORPORATION



America is conserving its resources for Victory. As you save on sugar, rubber, gasoline and all products of peace-time consumption, remember too to preserve the use of the things you own. Through its national service organizations, Philco offers, at reasonable and uniform charges, the means of prolonging the life of Philco products.

RADIOS, PHONOGRAPHS, REFRIGERATORS, AIR CONDITIONERS, RADIO TUBES * * INDUSTRIAL STORAGE BATTERIES FOR MOTIVE POWER, SIGNAL SYSTEMS, CONTROL AND AUXILIARY POWER



The Army-Navy "E" Flag flies above the Philco plants in Philadelphia, Trenton, N. J., and Sandusky, Ohio.

AMERICA



All America knows that winning the war depends on the amount of rubber available for the many military needs. The synthetic program is well under way. But prospects for getting natural tree rubber in quantity from any source are poor.

More than 3 years ago General Tire began to urge the development of guayule as a source of American rubber . . . real rubber . . . not a substitute. And, within a week after Pearl Harbor, our representatives appeared before Congressional Committees urging immediate action on guayule; that the time from seed to harvest be cut to two years; that plants be set out closer together; that experiments be conducted in various sections of the west and southwest to determine the best areas for growth.

As a direct result, a bill was enacted providing for limited guayule production. On March 5, 1942, the Forest Service of the Department of Agriculture began planting new nurseries and setting out plants in the fields of the Salinas Valley, Cal. Today, that program has been enlarged to a point where the conservative estimate given Congress is 80,000 tons of rubber annually.

The seed bottleneck is broken. Instead of 20,000 lbs. of seed we now have at least 132,000 lbs. Growing time has been cut to 2 years. Seed planted in January, 1942, will be ready for rubber harvest in the fall of 1944, critical rubber year.

Tens of thousands of acres will be planted with guayule in 1943 . . . not only in California, but probably in Texas, Arizona and New Mexico, as well. Instead of one extraction plant we will have 57. Thus, a gigantic $130,000,000 industry is forming to provide real rubber to supplement our synthetic supply.

Yes, America is fast growing its own tires and General Tire is proud of its sponsorship of this program. But, *meanwhile,* it is the patriotic obligation of every civilian user of tires not to *waste a mile* of the precious rubber now available.



THE GENERAL TIRE & RUBBER CO.
AKRON, OHIO

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VICTORY WILL COME WITH THE RUBBER YOU SAVE

grows its own Tires



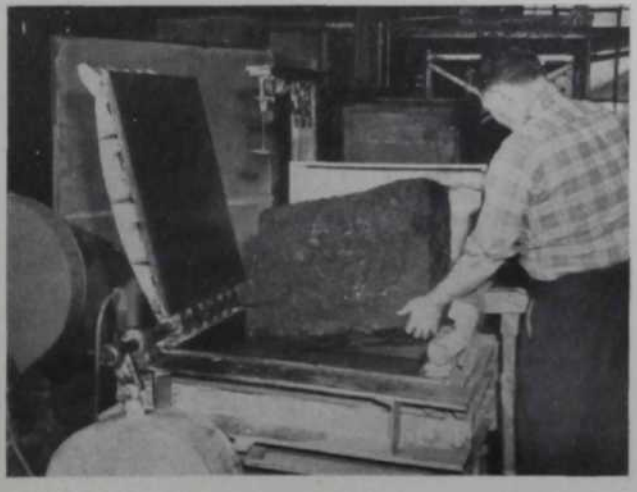
THIS IS AMERICA'S OWN RUBBER. Discovered in Mexico 50 years ago this dwarf shrub is guayule, the country's only practical source of natural rubber. The plants shown here are being ground up and milled into real rubber by the Department of Agriculture at Salinas, California.



ONE FOURTH OF THIS PLANT IS RUBBER. When guayule was discovered growing wild it contained 10% rubber. After cross breeding, seed selection and other improvements the American guayule contains 23% rubber. This is a larger percentage of rubber by dry weight than exists in any other known plant, including the Hevea tree from which our pre-war supply was drawn.



HARVEST GOING ON. *(Above)* This special harvester is gathering the plants in the field pictured above, and chops them up in preparation for milling into real rubber. The rubber is contained in all parts of the shrub except the foliage.



RUBBER READY FOR USE. *(Left)* This is real rubber, ready to be made into tires or balloons or life boats. The guayule shrub has been crushed, separated by flotation from the extraneous substances, dried and pressed into bales such as the one shown here.

HELPING BURROUGHS USERS MEET TODAY'S PROBLEMS WITH THEIR PRESENT EQUIPMENT

Ideas that may help you get more out of Burroughs machines you now own

Extend use of machines to other jobs—

by determining whether your machines can handle more work or new jobs . . . posting more records in combination . . . obtaining statistics or figures for reports as by-products of your regular posting routines.

Eliminate bottlenecks that slow up work—

by relocating machines or rearranging the flow of work to the machines . . . changing routines or methods to avoid rehandling of figures or records . . . eliminating unnecessary checking and proving.

Make better use of your equipment—

by relieving operators of non-posting duties . . . using relief operators . . . making sure that operators know short-cuts and how to make the best use of time-saving machine features.

Avoid mechanical interruptions—

by keeping machines in the best possible operating condition through regular inspections, cleaning, lubrication and accurate adjustments by Burroughs mechanical service men.

The Burroughs systems and installations staff, with its technical knowledge of machines, applications and procedures, can help you meet your changing accounting requirements. Burroughs factory-trained, factory-controlled service organization is ready to render efficient mechanical service to all users. Just call the local Burroughs office, or, if more convenient, write direct to—

BURROUGHS ADDING MACHINE COMPANY, DETROIT, MICH.

Burroughs

★ FOR VICTORY—BUY UNITED STATES WAR BONDS AND STAMPS ★

★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★

We Tour THE Home Front

★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★

A new patent for converting beverage distilleries to war alcohol production has been dedicated to public use by Schenley Distilleries. The new method eliminates need for critical materials—uses brick-tile, tile pipe or wood in place of metal ★ *Youngstown Sheet and Tube Company* developed a new construction method that saved 67 days' production time and 70,350 tons of metal in building a new blast furnace. Output will be 300 tons a day more than existing furnace ★ Machine tools are key to U. S. superiority over Axis in production capacity—*Bullard Company* of Bridgeport announces it is now producing more than 12 times its normal volume ★ *Mack Truck* has devised a traveling truck show to help dealers in training drivers, operators, owners and maintenance men in truck operation. Last year public bought 600,000 trucks—this year only 147,000. Mack Company points out there aren't any more—even parts are getting scarce—present supply must last.

Nine out of the first 33 of the nation's war workers to receive Certificates of Individual Production Merit were from the *Packard Motor Co.* Packard is making Rolls-Royce aircraft engines and marine engines for PT boats ★ The waste basket metal scrap collection *Bethlehem Steel* established in their main office building yielded four truck loads the first time around. It included paper weights, ash trays, salesmen's samples from the office—egg beaters, roller skates, horseshoes and cooking spoons brought from their homes by employees.

International Business Machines dedicated its second new war munitions plant at Endicott, N. Y. Twelve per cent of the company's members are now serving in the armed forces ★ When *Chain Belt Co.* of Milwaukee received its Army-Navy "E" award, the president read a letter from Winston Churchill congratulating them on achievement in first World War. Said Churchill in 1919: "Your enthusiasm and interest was something more than ordinary commercial considerations could demand."

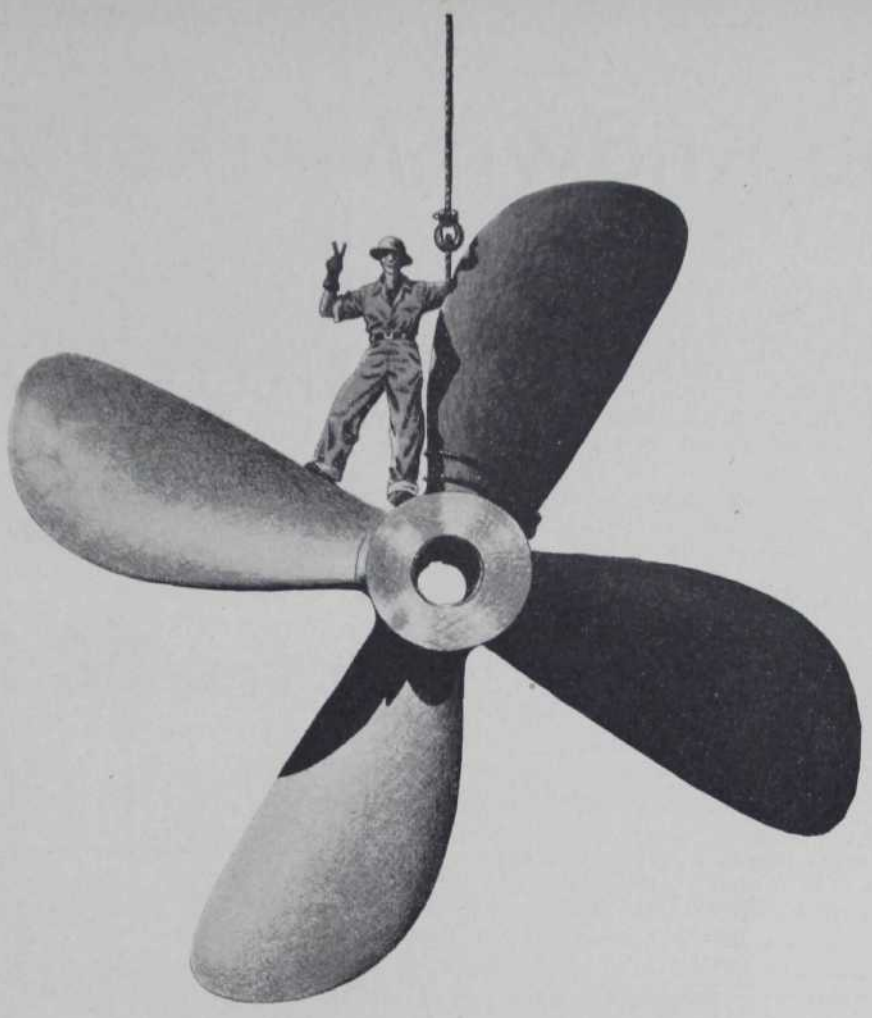
General Motors is saving millions of pounds of metal by changing processes, designs, and substituting. Some examples: Guide Lamp changed Army truck lamp reflector from brass to steel; Chevrolet reduced thickness of copper rotating bands on artillery shells; Delco-Remy substituted battery cases of asphalt and cotton linters for hard rubber; AC Spark Plug saved nine pounds per machine gun by forging side plate from thin metal instead of shaving down a thick plate.

In 47 days, *Rust Furnace Company,* Pittsburgh, produced materials for

across-seas industrial furnaces after Government asked for 60 day delivery. It would have been a four months' job under ordinary circumstances ★ When *Binks Manufacturing Co.*, Chicago, received an "E" award for production of spray painting equipment, a commercial photographer was employed to take candid photos of crowd, speakers and individuals. Results were printed in large size story-telling book for presentation to each employee ★ *Bristol-Myers Company* organized a War-Savings drive with two rival teams to get subscriptions—one of men, one of women. Workers pledged more than ten per cent of total pay roll. Women's team won five company purchased bonds for highest total of subscriptions ★ *Du Pont* expects to salvage 100,000,000 pounds of scrap metal this year as result of an intensified 35-year-old program. A few examples: tons of lead and copper are recovered from shells fired into sand banks on testing ranges; superfluous machines are catalogued, transferred to plant where needed or disposed of to outside companies; research laboratories discover practical uses for uncommon types of refuse; 50 tons of paper salvaged from waste baskets in Wilmington offices; typewriter spools are returned to the manufacturer ★ *Celanese Corporation* has received close to 40,000 employee suggestions and awarded $21,000 in extra compensation for them during the last year and a half. About 12 per cent are adopted.

Use of a laminated paper plastic as a substitute for aluminum in the fabrication of aircraft shapes has been announced by the *McDonnell Aircraft Corp.*, St. Louis ★ *Vultee Aircraft* has announced that new types of its training planes will be built mostly of steel, thus releasing supplies of aluminum for tactical planes ★ To deliver its planes by the fly-way method, *Piper Aircraft* maintains a staff of 35 pilots, 12 of them women ★ Plywood, originally intended for grand pianos, is now being used by *Cessna Aircraft* for fuselage parts ★ Nine hundred men in *Glenn L. Martin's* plant are members of "The Order of the Purple Martin" award for making useful suggestions—one of them had an idea for eliminating pressure in the cafeteria by respacing meal periods—another drew a morale-building poster ★ *Railway Express* sacrificed advertising value of its name painted on truck tops—they are being repainted with olive drab to make them indistinguishable from the skies and help the dimout in coast areas.

Office of War Information announces it will publish "Victory News Letter" for the benefit of editors of plant publications who want news dealing with war phases that are of interest to employees. Articles will be under 300 words in length. Those interested may apply to Washington office ★ *Stewart-Warner*, one of Chicago's earliest plants to shift to war industries and now the country's largest manufacturer of shell fuses, bought advertising space in Chicago papers to show action shots of their "E" awarding ceremony.



Here comes another screw for Hitler's coffin

WHEN this giant propeller meets its drive shaft, another great American ship will be near completion. Soon after, it will go into service carrying across the seas supplies and equipment to help crush Hitler and the Axis.

America's shipbuilders deserve a big hand for the production miracles they have wrought since Pearl Harbor. For example, many shipyards on the North Pacific Coast and at the head of the Great Lakes, working twenty-four hours a day, have set new records in shipbuilding, and here Northern Pacific Railway plays an important role.

From the steel mills of the East, forests of the Pacific Northwest, and manufacturing centers everywhere, tons of steel, wood, parts and accessories flow swiftly and smoothly over Northern Pacific tracks to waiting ways—making this railway, today more than ever, the "Main Street of the Northwest".

SHIP AND TRAVEL VIA NORTHERN PACIFIC YELLOWSTONE PARK LINE



"MAIN STREET OF THE NORTHWEST"

The Known Market After War

★ $ ★ $ ★ $ ★ $ ★ $ ★ $ ★ $ ★ $ ★ $ ★ $ ★ $ ★ $ ★

AMERICANS will buy 2,590,000 new automobiles within six months after the day war ends.

That number will grow. It will rise gradually as automobiles now on the road grow older. It will shoot upward at a spectacular rate as American fighting forces break ranks after their victory marches.

But today the families already headed for new automobile order forms in the first six post-war months number 2,590,000. That is a demonstrated figure, not a fanciful flight into a theoretical world of tomorrow.

It was produced by trained surveyors who poked doorbells throughout America and talked with average families about their definite plans. The questions were designed to eliminate window shoppers and wishful thinkers.

These surveyors represented an independent research organization assigned by the Chamber of Commerce of the United States to carry on a continuing study of consumer demands and producer capacities, a study intended to contribute to the foundation of facts upon which post-war business must be planned.

What Our People Will Buy:



2,590,000
new automobiles



$6,000,000,000
in new homes



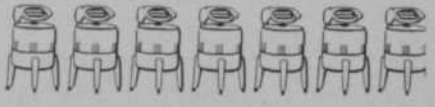
1,715,000
mechanical refrigerators



735,000
dining room sets



1,050,000
new vacuum cleaners



1,260,000
new washing machines

★ $ ★ $ ★ $ ★ $ ★ $ ★ $ ★ $ ★ $ ★ $ ★ $ ★ $ ★ $ ★

Purchases are already planned

THE first progress report shows that 53 per cent of the families interviewed have in mind specific purchases of durable merchandise, that there already is a demand for $6,000,000,000 worth of new homes, that six of every ten farmers have improvements scheduled for the first six months of peace.

It shows also that 56 per cent of the families are building up purchasing power by saving money now, that 43 per cent will have an accumulated annual saving of ten per cent or more of their income, and that 19 per cent are saving for specific post-war purchases.

Automobiles lead the demand. Next come mechanical refrigerators with 1,715,000 families on the waiting list—a list indicated by translating survey results into national figures.

A total of 1,260,000 plan to buy washing machines. Approximately the same number have decided on new stoves, radios, living room furniture, bedroom furniture, rugs and carpets.

Another 1,050,000 intend to buy vacuum cleaners, 600,000 have decided on sewing machines, 1,015,000 have made up their minds on electric irons, 735,000 are planning to buy new dining room furniture, and 385,000 have decided on buying electric kitchen mixers.

Only the decisions of families are reflected by these figures. Needs of apartments, tenant-occupied houses and commercial buildings are not included.

Skyrocketing rises in some classifications may be expected. The demand for radios and for electric irons, for example, seldom occurs very long ahead of purchases.

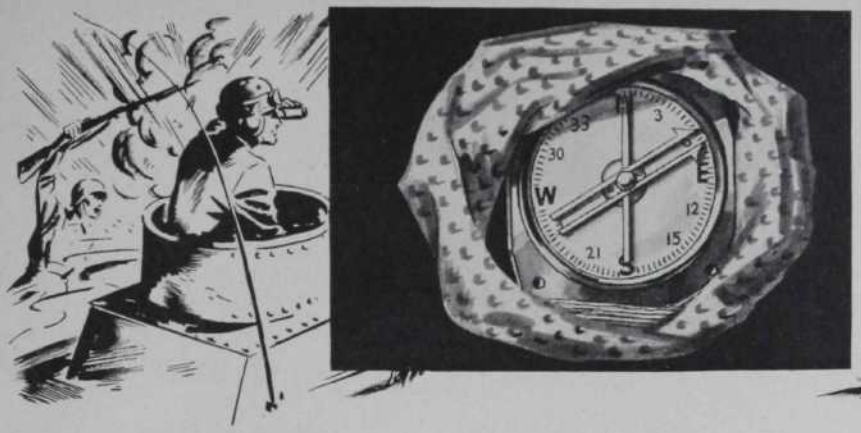
More than 1,000,000 families have decided to build or buy new homes in the first six post-war months. A third of them expect to get their houses for $3,000. Twenty-six per cent plan to spend $5,000. Twenty-four per cent will go as high as $10,000, and seven per cent expect to go higher than that. The other ten per cent haven't yet decided what they will pay.

Of each ten families who own their homes, 3.4 plan improvements in the immediate post-war period.

Six of every ten land-owning farmers plan improvements ranging from new barns to fences. The improvement price range runs from $100 to $2,000.

As Eric A. Johnston, Chamber president, points out, after the war we will have the biggest plant capacity, the largest supply of raw materials and the largest number of skilled workmen we have ever had.

Perhaps these indications of consumer demand foretell what will happen to these men and resources. The future demand for automobiles already nearly equals the total of new cars sold in 1939.

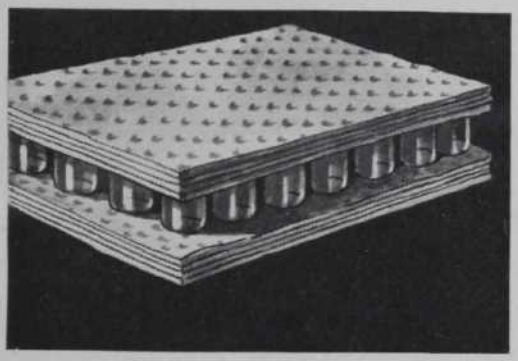


AIRCRAFT INSTRUMENTS are protected in transit by placing thick pads of KIMPAK in bottoms of containers. Strips of KIMPAK are wrapped around both perimeters of instruments; they are placed in containers, covered with additional thick pads of KIMPAK—and are ready for safe shipment.

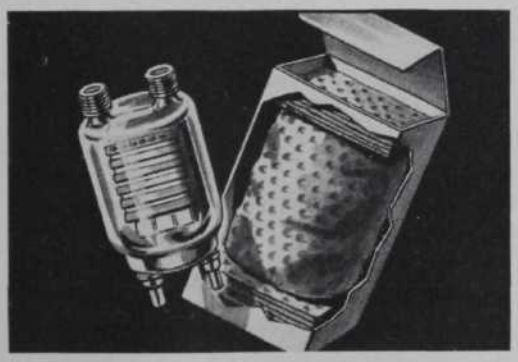


How Kimpak* protects the arms that protect America

*REG. U.S. PAT. OFF. & FOREIGN COUNTRIES



GLASS CONTAINERS for liquid chemicals are wrapped in sheets of a highly absorbent type of KIMPAK for a two-fold reason: to absorb shocks, jolts and jars that might cause breakage . . . to absorb any leakage that might occur, thus help prevent it from reaching or damaging adjacent material.



RADIO TRANSMITTER TUBES are isolated from vibration and shock by packing carefully, as shown here. Cushioning pads of KIMPAK are placed at tubes' points of contact with top and bottom of containers; sheets of KIMPAK are wrapped completely around surfaces of tubes.

■ Manufacturers of war equipment can't take chances on packing protection. War products and parts of war products must arrive where needed, unbroken and unmarred. Ready for action!

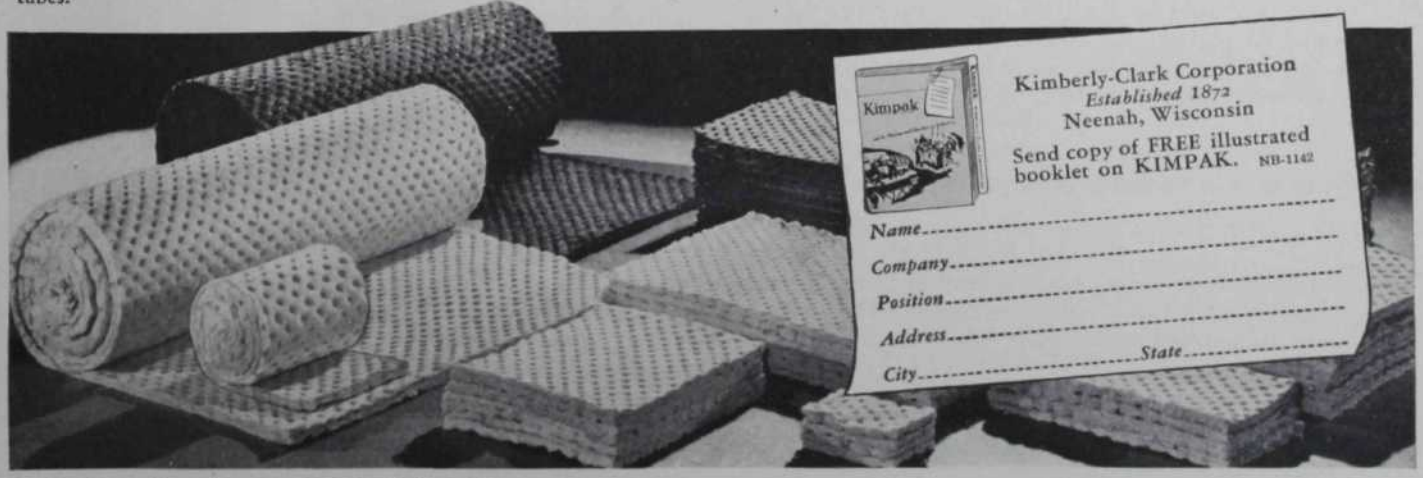
More and more makers of war products are turning to KIMPAK* to protect fighting tools in transit. For here's a remarkable protective material that cushions jolts and jars . . . that absorbs shocks . . . that guards both heavy-weight and light-weight war products against breakage, chipping, chafing. Flexible, soft and grit-free, KIMPAK protects highly polished surfaces from scratches, press markings and "burning". Moreover, one type of KIMPAK comes moisture-resistant to protect overseas shipments against moisture. Another type of KIMPAK is highly absorbent, protects glass containers of liquids during shipment.

Saves Money and Time

Because KIMPAK is extremely light in weight, it saves on freight and handling expense. And being as easy to use as a piece of string, KIMPAK saves valuable time in the shipping room.

KIMPAK Fits Specific Needs

There's a size and thickness of KIMPAK to provide dependable packing protection for war products of metal, plastics, glass and wood . . . whether they're large or small, angular as a machine gun or smooth as a shell. And if a standard specification of KIMPAK won't fit your particular needs—we'll make one that will! Write, wire or telephone today for full details.



*KIMPAK (trade-mark) means Kimberly-Clark Wadding

Washington and Your Business



Losing Our Amateur Status

BRITONS are a cool-blooded lot. Perhaps "realist" would be a more accurate description.

An Englishman in the lend-lease business here has has some ideas about us. He probably has a title in his luggage, he certainly has a copper lining, and he is a good friend of ours.



He thinks that after another war or two and 50 years of high taxes we will be as tough and hardy as Europeans. At present we are Golden Gloves flashes signed up for a fight to a decision with a professional. He thinks we are losing our amateur status rapidly:

> The people are a bit cynical about the whole thing, but they'll take it. Washington is soft. Your biennial election system is at fault. As soon as Washington realizes that the people want fast action the politicians will whoop into line.

A Peek Into the Looking Glass

THE value of the foregoing is that his judgment of us is probably shared by his associates. He thinks we are being Europeanized:

> Not Anglicised.

He likes us immensely. He thinks we are clean-minded and kindly but are still amateurs in a game in which the mug invariably loses. We are generous, but no more generous than his own people. If an orator offers us a hook, line and sinker we are likely to take it—says he—whereas the Briton pushes the bait around before swallowing it. We lose our tempers when we have been fooled, if we remember it at all, but the Briton is likely to reflect that the man shouldn't be blamed for trying. A leader may continue to be a leader in Britain if he is right half the time. Here we want him to have a 24 karat halo in full view.

The System's All Wrong—Says He

READ a little farther before you shoot at the piano player. In England, says he, Parliament plays its historic role. It is about as powerful as it has ever been. An election is only ordered when Parliament seems to be divided on a really important national issue:

> Your congressmen and your national administration may be bloc-bossed at any time because the blocs might nip off enough votes to control an election. Immediately after election your elected officials straighten up and then begin a two year process of drooping toward the hottest heat. Like a tallow candle.

In England, says he, criticism is listened to. Here it is likely to be only a noisy chorus. If we could get rid of our biennial election system, editorials would regain their lost potence. In England the labor problem is intelligently and non-politically treated. Here it is batted—he says—between racketeers and politicians.

We Are Just Push-Arounds

HE thinks that, as individuals, we stand for an incredible amount of pushing around by officeholders. That is the European way:

> In England we would not stand for the things you take without protest.

The zoot suit incident was offered in evidence. A few hundred youngsters had long bodied, barrel trousered suits made out of rayon as a kind of uniform in which to go jitterbugging. They were clowns and they enjoyed clowning. They gave us all some good, clean fun.

" 'Who can tell what we'll be doing next year?' was their slogan."

The zoot suits offended the delicate eye of some officeholder and he ordered tailors to stop making them. The Englishman said that, if a British suboffi-cial had ordered a few hundred individuals to change their pants, the roof would have blown off the House of Commons. Americans failed to see the significance of the incident.

The American Government is a government by men and not by laws.

He Doesn't Want to Laugh

IF the safety of his own country were not involved he would laugh, he says.

Being a realist he is worried by our growing army of officials, job-holders, clerks, and statisticians:

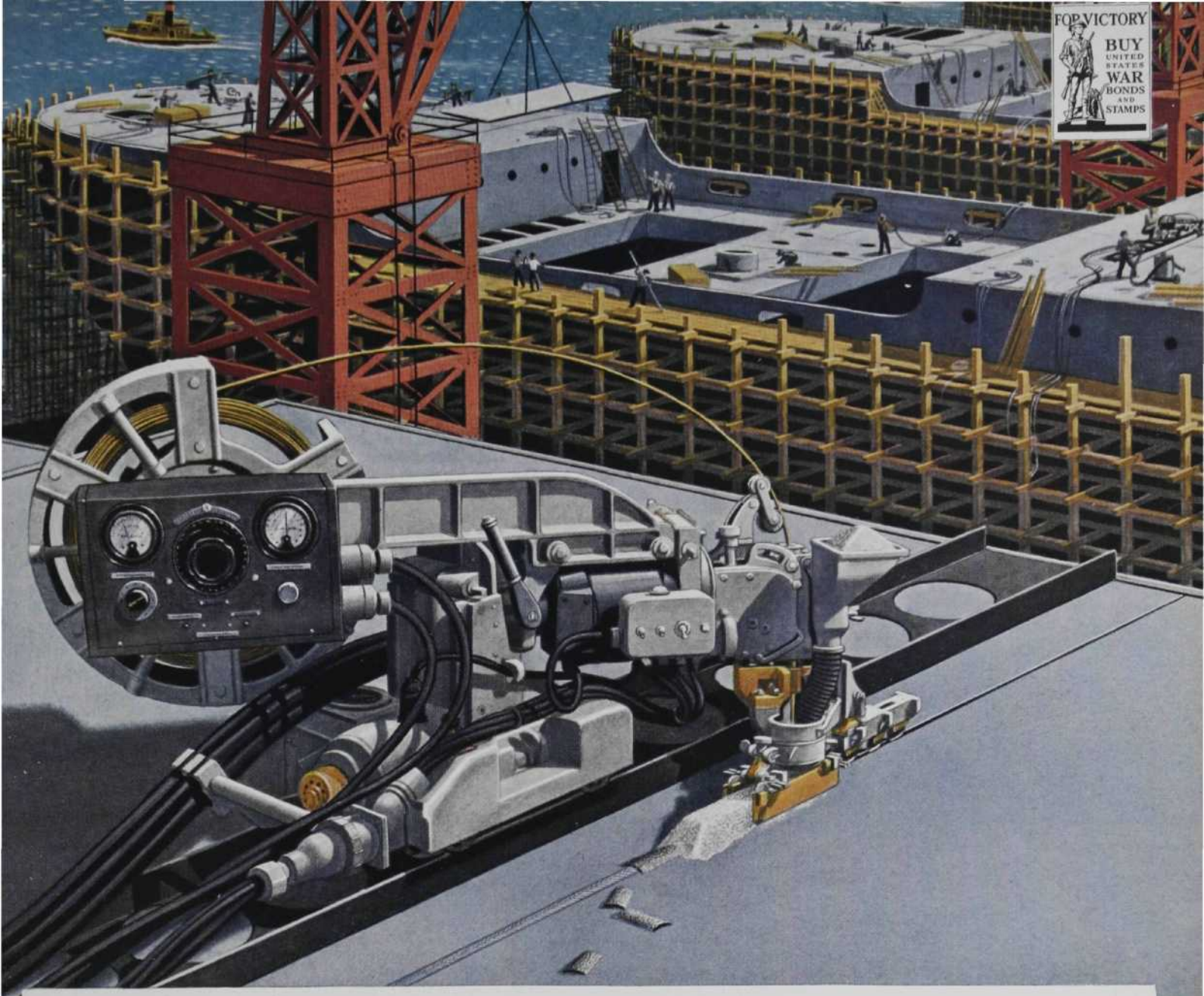
> Pretty soon you'll have more people punching buttons for the Government than you have in the armed services. The Navy threw away a lot of its typewriters and cut down paperwork. The Administration is asking business houses to turn in typewriters so the flood of useless papers can be increased.

He cussed a little:

"My sovereign Lord the King!" said he. "They'll never be read."

England Wants More Milk

ENGLAND cannot get enough milk, he said. It is getting enormous quantities from the United States in dehydrated form, but it could use more than can ever be shipped. The United States has been warned



MAKING ONE-PIECE SUITS FOR *SHIPS!*

THERE'S NEWS on America's shipways today . . . an amazing machine that unites steel plates without noise, fuss, sparks or visible arc! A process that is helping to construct those marvels of speed, strength, safety, and carrying capacity . . . "all-welded" ships!

This process . . . known as "Unionmelt" Welding . . . joins steel plates of any commercial thickness as much as 20 *times faster* than any other similarly applicable method! And it produces uniformly high-quality welds!

How does it work? A special welding composition . . . "Unionmelt" . . . flows from a hopper and blankets the edges to be joined. Within this granulated mixture, intense concentrated heat is generated by electric current. A bare metal electrode and the edges being welded are melted and fused. Some of the "Unionmelt" melts and remains as a temporary protective coating over the weld. The process is completely automatic. Special apparatus feeds the "Unionmelt," the welding rod, and the electric current. Speed and current values are adjusted by an operator.

"Unionmelt" welding is also speeding up the construction of fighting tanks and chemical tanks . . . artillery mounts and aircraft parts . . . pressure vessels and locomotive boilers . . . pipe and pipe lines . . . and all kinds of heavy mechanical equipment.

Working with this unique process is an astoundingly fast Linde method of preparing steel plates for welding. White-hot oxy-acetylene flames . . . cutting simultaneously at different angles . . . bevel and square-up steel plates as fast as they are needed! Together, these two processes are speeding up the fabrication of key equipment at a remarkable rate.

Many years of research into welding, flame-cutting, flame-fabricating, and flame-conditioning of metals have given Linde engineers a vast store of useful knowledge about these methods. Have you a war production problem which might be solved by this "know how"?

The important advances in the cutting, conditioning and fabrication of metals made by The Linde Air Products Company have been facilitated by collaboration with Union Carbide and Carbon Research Laboratories, Inc., and by the metallurgical experience of Electro Metallurgical Company—which companies also are Units of Union Carbide and Carbon Corporation.

THE LINDE AIR PRODUCTS COMPANY

Unit of Union Carbide and Carbon Corporation

UCC

GENERAL OFFICES: New York, N. Y. Offices in Principal Cities



—for the shape of things to come . . .

LOOK TO THE SKY!

WITHOUT a dream, no war would be worth the winning . . . no life worth the living. Man's dreams, great or small, and his determination to transform them into reality, are the forces that make all human progress.

Today the shape of things to come is obscured by the smoke of war. But through the pall, dimly, the outline of a brave, new dream is visible . . . a dream of great airliners linking the free nations of the world in travel and commerce . . . a dream of Rio, Bombay, Zanzibar, brought within hours of your doorstep . . . born of great fleets of giant airplanes carrying war materials and men to the battle fronts around the world . . . a dream of ancient hates and fears yielding to airborne contact between new-found neighbors.

This is the dream that aviation offers the world. Through the tremendous technical advances developed to strengthen the wings of war, this dream awaits only peace to become reality . . . *for the shape of things to come . . . look to the sky!*

THE GLENN L.

MARTIN

COMPANY

BUILDERS OF DEPENDABLE AIRCRAFT SINCE 1909



Forerunner of things to come is the huge 70-ton "Mars," world's largest flying boat, designed and built by Martin for the United States Navy.

Martin is also producing large numbers of U. S. Army B-26 fighting bombers, great U. S. Navy "Mariner" patrol bombers, and swift "Baltimore" bombers for Britain.

that there will be a shortage of dairy products next year:

Then I read in the *Congressional Record* and in the newspapers that, because the manpower problem has been mishandled, dairy herds are being sent to the slaughter house.

He does not understand why Americans have not been ringing a few administrative doorbells about this. Contrary to British habit he drank his Scotch and soda at a gulp. An evidence that he was deeply moved. He said he was blinking well sure that Englishmen wouldn't stand for it.



A Nursery Man's Troubles

HE telephoned the nursery man who looks after the lawn of a friend to ask why he had not cut the grass:

"The guv'ment," said the nursery man, sourly, "has ordered that there shall be no more work on lawns. And me with four men on my hands and more work than we could all handle, if we were let."

He could see the sense in this if there were jobs for the men. There will be jobs for the men ultimately. At present they have no jobs. He recalled the letter received by Chief Gutterson of the Salvage Section of the W.P.B. from a Michigan woman, as printed in the *Congressional Record*. In a brochure sent out by Mr. Gutterson's section, four of seven farm implements were wrongly described. "A poor batting average." The dejobbed lawnmowers could have done better.

Close the Conference Rooms

THIS Englishman knows "Jimmie" Byrnes intimately. But he doubts that "Jimmie" can bring order out of the economic chaos. He fears that "Jimmie" isn't tough enough:

He is a fine feller, mind you. None better and none abler. But, when he was the President's boss man in the Senate, he did his work in the conference rooms. If he tries that as Economic Czar he's sunk before he fits on his crown. There are too many conferences in Washington now. There are buildings which seem to be full of conference rooms. There never was a country in the world in which there are so many conferences. Barney Baruch—a grand man is Barney—gave orders and made 'em stick. If "Jimmie" starts conferring, then he will have to have an organization to slap on top of the 11,000,000 other organizations in Washington.



He found no fault with the President's raiding the Supreme Court and taking "Jimmie" for Czar.

"That's the way we often do in England."

It's Because He's Scared

HE said that maybe he was talking too much:

But I'm getting the wind up, old top. Not that I am afraid we will lose the war. That's all tosh, if you get me. But I am afraid that thousands of lives will be unnecessarily lost and billions of dollars needlessly spent because the civilians are foozling.

He had been told on excellent authority—and told repeatedly—that the Army is wasting food:

It's pleasant to hear that Army cooks are really chefs and that the Army diet is the best in the world. But men who should know say that an average of half a pound of food a day is wasted by each man. And we're warned that a food shortage is approaching. That will touch us in England, if a shortage really comes.

If the army has 4,000,000 men and 2,000,000 pounds of food is wasted each day then 730,000,000 pounds would be wasted by the end of the year. And the army is growing in numbers. Add that to the tale of shortages.

Dehorning by an Expert

ONE of the ardent practitioners of the Benevolent Squire theory of government suffered at the hands of Judge Maris of the Circuit Court in Delaware. Thurman Arnold once entered into a consent decree with the R.C.A. Recently he changed his mind and wished to vacate the decree. If Judge Maris's ruling were to be translated into non-judicial language it might read:

A consent decree becomes the act of the court when the court has examined and authenticated it. This motion is based on the sole ground that the Assistant Attorney General has changed his mind.

So the court still functions.

Attention! A New Metaphor!

THE Army and Navy are worried over the manpower problem. Conditions are getting worse everywhere and desperately worse at that.

The Army and Navy have no control over the Selective Service System but they have over their own enlistments.

"Key men of the utility industry will not be permitted to enlist," say the armed services. The Army and Navy could extend this protective control to other industries, including the industry of agriculture. But, if the Selective Service drafts a man, that man goes into the Army. A volunteer may be turned down at Army will, but a drafted man may not be refused.

He may, however, represent to the district board that he is a key man, and, if he is nevertheless drafted, he may take two appeals. His employer may ask the board to defer him.

"But his case is not like that of the enlisted man," said an S. S. authority. Hold everything. The metaphor is offered for the Pulitzer prize:

A drafted man stands on his own bottom.

Planning for After War

GEORGE B. GALLOWAY is one of the foremost planners for post-war comfort. Said Mr. Galloway, something like 200 sound, well supported, presumably well staffed bodies are planning like all get out for a de-stinked world. Assumptions Numbers 3 and 13 in a list of assumptions in his recently published book are:



That we are now passing through a period of transition from a more or less free economy to a controlled economy.

That the Government will steadily extend its control over the machinery of investment and credit, the management of basic industries, the distribution of the labor force and the direction of foreign trade.

At this post on the wailing wall that sounds somewhat like Herr Hitler with red finger-nails and a slight dash of *Nuit d'Amour*. Henry J. Kaiser needed workmen. He went to New York, where Government had been complaining fruitlessly that there was a surplus of workers. Mr. Kaiser opened a hiring

hall, chartered trains, and in no time at all 3,000 men had been started west on the old-fashioned plan. Then Government stepped in and, at the moment of writing, Mr. Kaiser's hiring operations seem to be gummed up.

We Needed the Needling



WHEN Engel of Michigan developed the fact that the new War Department building cost $75,000,000 instead of the $35,000,000 originally agreed to by Congress he observed that the difference had been spent from uncontrolled funds disbursed by the bureaucracy. A House leader was asked:

"How is it the House listens with attention when Engel speaks?"

"The House always listens when a man has the facts," said he.

Chief of Staff Marshall once observed that Engel had given the Army a needling over its cantonment building operations.

"But we needed it," he said. "It should do us good."

Excursion Into Language

THIS corner once used the expression "soft sawther" in the careless way one does when not on guard against early shiftlessness in school, and R. S. Welfer of the Thew Shovel Company traced it down through various Departments of English in the University of Pittsburgh. "Soft sawther" is, it seems, an Irish variant of soft sodder, which is a relation of soft solder and was legitimatized by the Oxford Dictionary as an acceptable verb since 1834 and means "to flatter, to butter." At this moment little soft sawther is being used in Washington.

All In The Point of View

IN the *Congressional Record* of Oct. 2, Representative Earl Wilson of Indiana reported this "comment of one of the field men of the O.W.I. brought in for the $7.50 a plate dinner" of that organization:

> He said that he was dining royally on breast of guinea hen when he heard Archibald MacLeish say that "the men at that dinner were doing as much for the country as the men fighting on front lines in the Solomon Islands". And this man said that somehow after that he lost his appetite.

Wilson is the man who brought to Donald Nelson's attention the fact that government employees were using the W.P.B. cafeterias as social clubs between meals. Nelson closed them between meals. The incident is related as a further evidence that Senators Byrd and Taft and Tydings have ground for their insistence that, if the Government's pay roll in Washington were reduced, the remaining workers could do the work.

Brief Report on the War

MILITARY experts are satisfied with the progress of the war. They anticipate heavy fighting in the Pacific. Navy's conduct of affairs in that theater has been superb:

> A major naval engagement is a certainty if the Japs have the stomach for it. We'll win.

Fighting in the Pacific area will probably continue after the war in Europe has been won. Japs are good fighters and as yet have suffered no serious losses. German armies have been hit hard. New recruits are of inferior quality. No probability of interior collapse in Germany in 1943. Much talked of second front will be opened in 1943. If Russia holds out, and no one fears that the Russians cannot go through the winter, Germans must withdraw from the east to meet a joint attack by Americans and British. Complete military victory will be the plan of the Allies. This will be aided by enforced withdrawal of German troops from the occupied countries, which will be hastened by guerrilla operations by inhabitants. War's end in 1944. Bare possibility it might go through into 1945.

Breeding More Cannon Fodder

"THE baby crop in Germany is larger than ever. Never have I seen such fat and flourishing children. The Government gives them so much food that women are eager to bear children that they may live on the surplus, along with the allowances for nursing mothers."

The speaker is an American-born woman who married in Germany and bore children there, and who recently was returned to this country by means which may not be told. She is completely authenticated.

> More children are wanted for the next war. Men and women more than 40 years old do not interest the Nazis. They were on the verge of starvation when I left, if they were not employed.

It Couldn't be Helped

FUEL will be short everywhere. Even coal may run low, according to some statisticians. Miners work 35 hours a week. Firewood is hard to get and expensive in the District of Columbia. A 2,500 acre tract not far away is being cleared for an airport and the wood is being burned:



"I'll buy all the wood you will sell me," said a dealer.

"We cannot sell it or give it away," was the reply of the contractor. "It is government property. But if you want to steal it I'll turn my back."

The rule that government property may not be sold except after proper legal process cannot be quarreled with.

Wood is presumably being cut and burned on other government clearance projects. But—attention, Mr. Henderson—it does seem that, with a winter coming on, some thought might be given the fact.

Close on a Note of Cheer

A YEAR ago a well known business man of the West Coast came to Washington for a week. He is still here:

> It's easier to do business now with the Government than it was a year ago. Conditions are getting better every day. More men who know how to handle business affairs are being taken in. Not so much insistence that to get a key job in government a man must have a university degree.

He is still a trifle sour, however. Commenting on an indictment procured by the Department of Justice almost coincidentally with the bestowal of an "E" on the same corporation by the Navy for breaking production records he suggested that:

"Hereafter there should also be an 'I' pennant for indictment."

Herbert Corey

THIS IS WORTH FIGHTING FOR...



The right to govern ourselves

BRAVE AND DETERMINED Americans left bloody footprints in the snow at Valley Forge, to give us the priceless right to run our country as the majority of us think it should be run.

Today, equally resolute and courageous Americans are fighting to preserve that hard-won heritage—for themselves and for their children. They know that in the Axis nations people are mere puppets bowing to the brutal whims of fanatical dictators.

That's why Americans are fighting. And, as they fight on to certain Victory, they are inspired by an unshakable determination that this government shall continue to be "of the people, by the people, and for the people."

The Southern Railway System, because of its strategic location, is playing a tremendously vital role in the transportation of war materials and fighting men. But it is doing more than that. It is also helping to keep the wheels of our national life rolling in defense of the home front. It is grimly but willingly taking on burden after burden—because it's a rich privilege to serve the nation in times like these.

When private automobile travel began to be curtailed by tire and gasoline rationing—the kind of travel that normally accounts for more than four-fifths of all inter-city travel—the railroads took on the thankless job of providing substitute transportation. That meant more trains, more cars per train, more locomotives, crowded stations, and a thousand headaches! But the job is being done—on top of the major task of handling hundreds of thousands of Uncle Sam's soldiers, sailors and marines.

When the oil shortage developed in the eastern states, the railroads said that they could move 200,000 barrels a day to meet the emergency. They are now moving more than 800,000 barrels a day. In the first eight months of this year, the Southern Railway System handled more than 19,000,000 barrels of oil to the North and East.

These are simply examples of how one railroad is doing its bit to protect our way of life; our heritage of freedom; our right to govern ourselves.

From this experience, a better Southern Railway System will emerge—more efficient and more useful to the people it serves than ever before—because, even during these trying times, we are taking advantage of every opportunity to improve our services, facilities and methods; every opportunity to plan for a better tomorrow when Americans will continue to hold their heads high as free men, proud in the knowledge that their children, too, will enjoy the blessings inherent in a nation of self-governing people.

That is worth fighting for!

Ernest E. Norris

President.
SOUTHERN RAILWAY SYSTEM

THE SOUTHERN SERVES THE SOUTH

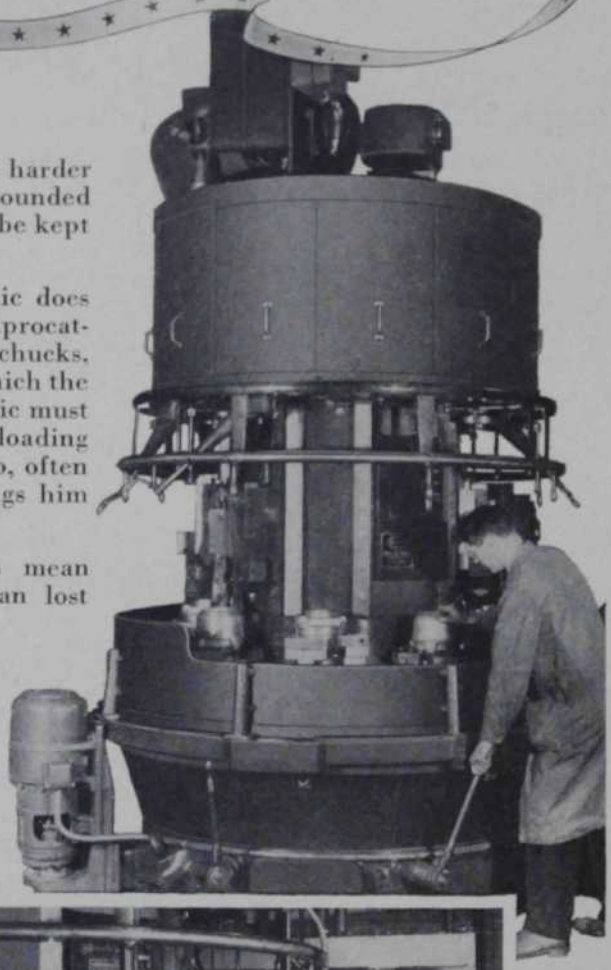


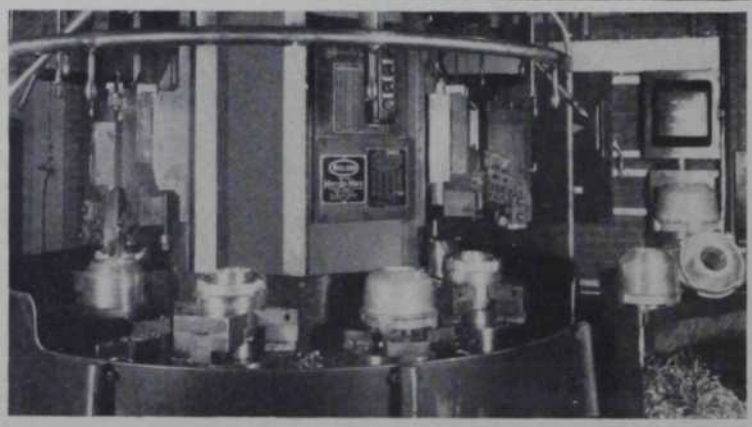
PROTECT WORKERS *and* SAVE MAN HOURS

A WOUNDED worker is harder to replace than a wounded soldier. Our workers must be kept safe.

The Bullard Mult-Au-Matic does its part. There are no reciprocating tool parts, no whirling chucks, no tools that cut or tear, which the operator of a Mult-Au-Matic must avoid when loading or unloading work. Even carelessness, so, often the result of fatigue, brings him no danger.

Today wounded workers mean lost man hours, may mean lost battles. When peace comes wounded workers will still mean lost man hours, vanished opportunities for profit. Don't let them happen.





★ THE BULLARD COMPANY ★

Bridgeport Connecticut

ARMY NAVY

BULLARD

Maybe You Can Build a Box Car!

IF you can, it will be helpful to the war effort. With industry producing almost twice as much as it does in peace-time, twice as much raw material must be moved from one place to another and twice as many finished parts delivered. More box cars would help. But, if you can't build a box car, you can still help. The Timken Roller Bearing Company estimates that a little cooperation would produce enough box cars to reach from Chicago to New Orleans. They explain:

Realizing that a box car which is not moving goods is being wasted, the company last September conducted a self-examination to find out what it could do to help. It found that cars on its own sidings were held an average of 50 hours and 38 minutes. As a starter, they decided to reduce that time to 48 hours.

They arranged a three-point program:

First: Every department head must personally see to it that any car assigned to him is held no longer than 48 hours. A daily work sheet tells each official and foreman what cars are in the plant, to whom assigned and when due out.

Second: The purchasing department is required to schedule incoming shipments so that they will not exceed unloading capacities. If five carloads are needed at a station which can handle but one a day, the purchasing department orders delivery on five succeeding days. It also has the task of educating suppliers to provide shipping notices well in advance so that unloading may begin immediately the car arrives without worry that someone has accepted a shipment belonging to someone else.

Third: The plant eliminated use of all railroad-owned cars for intermill and storage service.

Soon Timken had a good-natured interplant unloading competition in progress as each department tried to outdo the others. The game has become so hot that the manager of one outlying plant recently called the traffic manager to plead almost tearfully for the removal of some cars that had one of his "expired time" cars penned in.

Today the average car is unloaded at Timken in 29 hours, 31 minutes, a saving of 21 hours and seven minutes per trip.

Extending these figures:

The 1,700,000 freight cars owned by American railroads average 30

trips a year. Shorten each of these trips 21 hours and seven minutes. The gain is 3,589,833 car trips—equivalent to 119,661 new cars.

And, Timken points out, this is also good business. Demurrage on box cars held more than 48 hours is $2.20 a day for four days, $5.50 after that. The average box car contains about 360 square feet of floor space, from 3,000 to 3,500 cubic feet of capacity. At $5.50 a day, that space costs 46 cents a square foot per month. Average rental of space in a storage warehouse is three cents a square foot per month and that includes a sprinkler system and heat.

Vests from Warm Hearts

ON ICY northern convoy routes, merchant seamen will soon be wearing fur-lined vests, the contribution of American women who responded to the request of the fur industry's War Emergency Board to "put your old fur coat on active duty."

A modest newspaper notice on August 15 started an avalanche of telegrams, letters and phone calls from retail stores and men and women who wanted to know about the "fur vest factory" at 135 W. 26 Street, New York, where 5,000 fur workers are contributing their free time to the making of 50,000 vests. They expect to complete the job by Christmas.

Among the furs donated are raw skins from fur dealers in the New York area who, although their industry cannot well be geared to war production, want to do their part. Indicative of the feeling of individuals not in the industry is a letter from a woman in New York State:

My twin sons, all I have in the world, are in the armed forces. I want to donate my old fur coat, also a pony skin coat that I've had for years. This fur is very strong and good and I had it when coats came to the ankles. There is plenty of it.
—J. K. A.

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JONES TRANSPORTATION CO.
NEW YORK • CHICAGO • LOS ANGELES

Program of Preventive Maintenance

1. Check fuel waste on all trucks.
2. Check crankcase oil level.
3. Check differential and transmission lubricant level.
4. Clean and adjust spark plugs.
5. Check distributor points.
6. Test coil and condenser.
7. Check carburetor float level.

FIRST ON YOUR LIST

Any medico will tell you that *diagnosis* always comes first. So let the first step in your preventive maintenance program be a diagnostic check-up on every truck in your fleet. A truck that wastes gasolene belongs on the "sick list." You can't make money on it.

The Cities Service Power Prover can tell you instantly whether or not your trucks are doing their job. By measuring the combustion efficiency of the engine, the Power Prover shows how much gasolene is being wasted. Then special tuning tools and precision instruments are used to adjust the engine to peak efficiency.

Thousands of American fleet owners depend on Power Prover Service to keep their rolling equipment in top-flight operating condition. Actual records show gasolene and oil economies up to 30% —also impressive reductions in repair and overhaul expenses.

Find out what Power Prover Service can do for your fleet. Simply call or write our office nearest you today!

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CITIES SERVICE OILS ONCE-ALWAYS

CITIES SERVICE OIL COMPANIES

NEW YORK — CHICAGO — SHREVEPORT

Manpower for Our Third Army

(Continued from page 19)

tion agencies has really hit its stride although from time to time additional critical materials will undoubtedly be added to the list of items which it must allocate and control.

For the rest of these agencies, however, tremendous expansion is inevitable.

The task of extending the gasoline rationing program to the entire 48 states is now in progress. Nation-wide meat rationing is being inaugurated. Ultimately, we are told, it may be necessary to ration virtually all food supplies, and to enlarge materially the apparel-rationing system now being put into operation.

Larger boards are coming

RECOGNIZING that existing rationing boards will be unable to cope with this situation, O.P.A. is already contemplating the enlargement of these boards so that they may be subdivided into panels, each operating in specialized fields.

This process of multiplication through subdivision will in effect create thousands of new rationing boards, and will necessitate, presumably, the creation also of review sections to which appeals may be carried. This, in turn, would indicate that records of the proceedings before the panels must be kept requiring the employment of thousands of additional clerks and stenographers.

In the field of rent control, wholesale expansion is already taking place. O.P.A. officials report that they have scheduled 98 new rent control offices to be opened November 1, 117 more to be opened by December 1.

These officials explain that the first task of these offices will be to register all rental property in its area. Although three or four persons operate the office, property registration may require 500 to 600 men and women temporarily.

Thus, within the next two months, the O.P.A.—one single unit of the great Third Army we are recruiting—may have to add 100,000 temporary workers.

Here the Government's program for a mobilized civilian economy is already competing with other essential war services in the labor markets. Most of these new offices will be opened in defense areas and officials report that they are even now having great difficulty recruiting the force necessary to man their branch agencies—a difficulty that is enhanced by the fact that the employment they have to offer is, in most cases, only temporary.

Beyond all this there remains the perplexing problem of actually enforcing the orders, edicts and regulations of regimentation, and of apprehending and punishing violators. Many officials are disturbed because facilities for this are either woefully inadequate or wholly non-existent. A marked disposition to build a federal police force is already in evidence. Failing this, some arrangement may be worked out by which state and municipal police forces will take over this responsibility.

The recent complaint of the O.P.A. Administrator in Maryland shows the need for such an arrangement. He protested that the public was not helping him to police prices in the 25,000 retail stores within his jurisdiction.

In Washington, as this article goes to press, the legal staff of the Office of Defense Transportation is trying to devise some plan for enforcing the 35 mile-an-hour speed limit imposed by federal executive order. Ultimately the states presumably will drop their own speed limits to this level, but in many states the limit is fixed by law and cannot be changed until the legislature acts.

Meanwhile, local police courts cannot enforce the federal limit.

The O.D.T. therefore faced the problem of providing its own police force in these states, or of working out some arrangement whereby state and local police would arrest offenders for trial in federal courts where, incidentally, they would face a possible penalty of a $10,000 fine.

These few straws in the Washington wind all point inevitably to the conclusion that our Third Army of today is only a skeletonized version of what it will be tomorrow.

To what proportions will it grow? Will it recruit 500,000 members? A million? From what we have seen already, it would be difficult to overestimate its ultimate size.

Workers lose time, too

YET, even this is only half the story. The fact remains that hundreds of millions of man-hours must be diverted from normal war-time pursuits while citizens try to find their proper places in the new economic plan.

It is impossible to estimate, of course, the persons and time now required to fill out the complicated applications and carry on all the correspondence incident to the allocation of critical materials and the administration of priorities control.

It may even be improbable that the prevailing system could be substantially simplified.

It is possible, however, to select at random two or three illustrations of the time and energy required to fulfill the requirements of a few rationing regulations.

Among these is a provision compelling motorists to have their tires inspected at officially designated service stations every 60 days. Lacking certificates showing that they have complied with this regulation, they will be denied new tires or recaps and they may be deprived of their gasoline rationing books entirely.

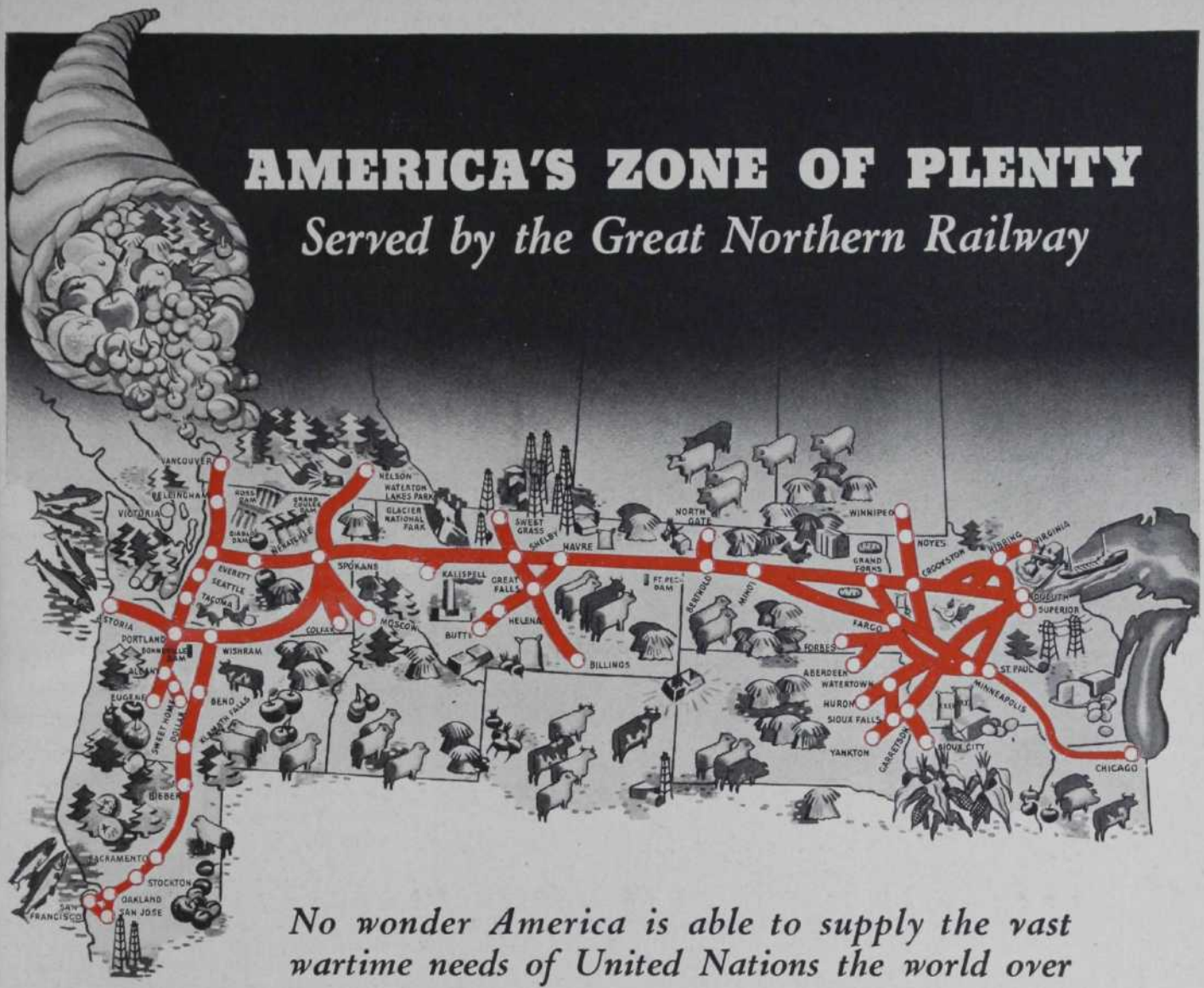
The purposes behind this regulation are unquestionably sound and proper; but let us see exactly what this really means in terms of two of the most vital essentials of a war economy: Time and labor.

There are 27,000,000 passenger cars in the land. Each must be inspected every 60 days, of which at least eight days will be Sundays. If these cars are divided up with complete efficiency so that exactly the same number may be examined on each of the remaining 52 working days, facilities must be provided for the inspection of 520,000 automobiles daily.

A check made at a leading tire service station reveals that it will take one man approximately 15 minutes to make a thorough on-the-wheel inspection of the tires on each automobile. If



"That's not an emergency Army camp. Out-of-town business men here to see about priorities live there"



No wonder America is able to supply the vast wartime needs of United Nations the world over

For one magnificent area alone yields more wheat than the Ukraine, more oil than the Caucasus, more iron than Luxemburg, more lumber than Norway, more dairy products than Denmark and Holland—more meat, fish, fruit, wool and electric power than France, Greece, Hungary, Austria and Czechoslovakia combined; more of everything than Hitler can take from all his subjugated neighbors.

This American Zone of Plenty extends on either side of the Great Northern Railway from the Great Lakes to the Pacific Northwest and into California. There is abundance in this Zone of Plenty. Natural resources have been wisely conserved. Farms and ranches enjoy the increase of good breed stock and seed introduced by a pioneer of great vision—James J. Hill, the man who planned and built the Great Northern Railway.

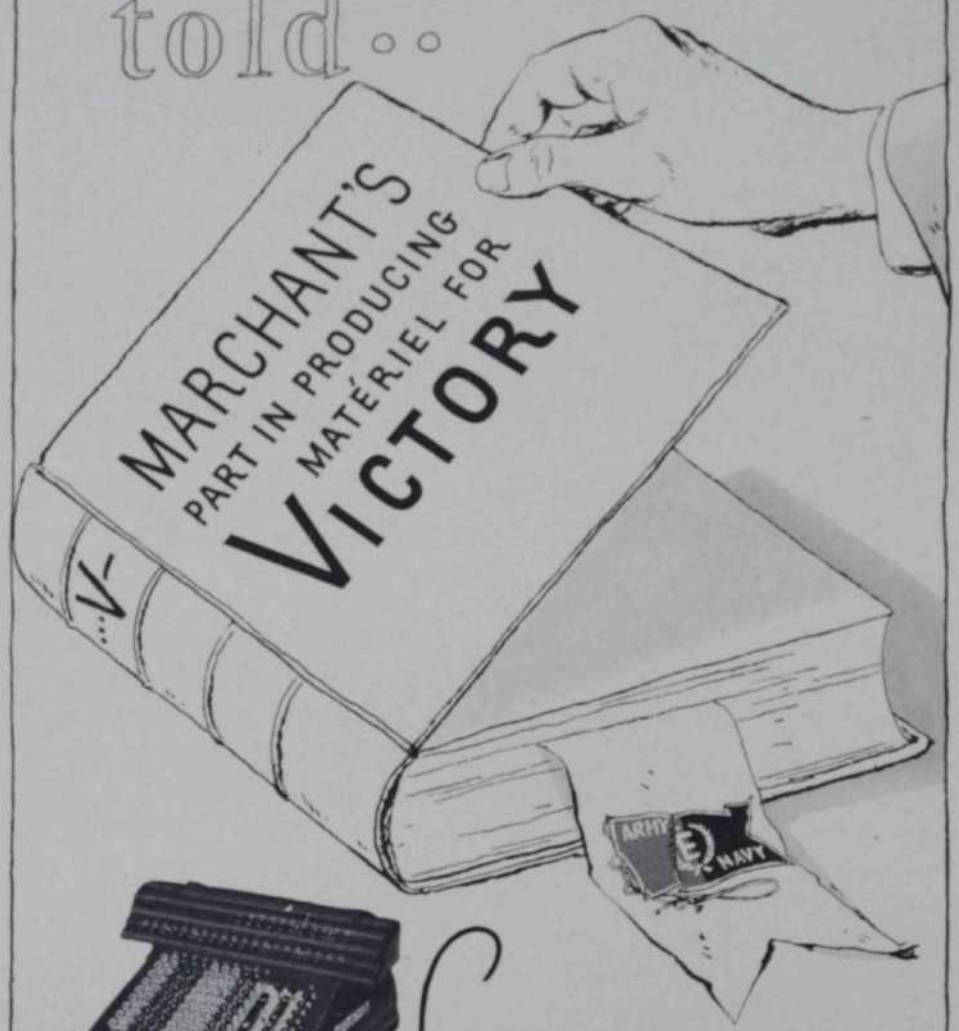
Mr. Hill also established the policy of improving the railway in advance of need. This policy has been faithfully followed by his successors in management, during good years or bad. As a result, Great Northern has been well able to handle an unprecedented volume of civilian freight and materials of war in addition to heavy civilian and military travel in this crucial wartime period.

GREAT NORTHERN RAILWAY

A VITAL ARTERY FOR VICTORY

BETWEEN THE GREAT LAKES AND THE PACIFIC, ROUTE OF THE EMPIRE BUILDER

Someday the Story can be told..



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surface cuts must be repaired, stones removed from the treads, or a tire removed from the wheel for interior examination of the cord, more time would, of course, be needed.

Assuming, however, that, on the average, one man can inspect four cars every hour, this work will require 16,000 men, working 48 hours a week and 52 weeks a year.

It should be remembered also that these men must be experts in their field, and will be unable to perform any other work in connection with the war program.

Here alone we have the expenditure of 40,000,000 man-hours of skilled labor annually.

Let us assume further that each car owner will require only one hour to get to the inspection station, wait his turn in line, get his certificate, and return to his normal occupation. Six such trips a year will consume a total of 162,000,000 man-hours.

A similar analysis of the other phases of the rationing program as it exists today indicates the annual consumption of a total of approximately 800,000,000 man-hours, without taking into consideration at all such items as price control, rent supervision, transportation regulation, priorities administration, and the maintenance of ceilings on wages, salaries and profits.

Slowing up the war effort

WHAT, you ask, does 800,000,000 man-hours mean in terms of war production?

Well, it amounts to 100,000,000 man-days of labor—the exact amount now required to produce all the war materials and all the allied products which all our factories are now turning out for our own armed forces and for those of the other 27 United Nations over a ten-day period.

So we begin to perceive that we are creating a Juggernaut of administrative bureaus and regulations that threatens to smother our war effort.

The growing recognition of this danger has caused many persons in Washington to examine our experiences in the last war and to ask: Is *all* of this necessary?

Clearly, the mere organizational set-up of this Third Army is shot through with duplication and inefficiency which can and should be corrected. Beyond that, this whole program has a fundamental weakness that, if recognized now, may be overcome with extremely happy results. That weakness lies in the fact that this program—to an extent that appears wholly unnecessary—substitutes the doctrine of compulsion for the inherent desire of 100,000,000 American people to cooperate fully and patriotically in the war effort under the simple direction of their chosen leaders.

This desire was wholeheartedly demonstrated in the last war when ration cards were unknown in the United States. There were meatless days, wheatless days, heatless days and gasolineless Sundays, and no organization existed in Washington to police the observance of these rules.

Then—as now—95 per cent of the American people stood ready gladly to

observe these fast days, each desiring not only to parade his patriotic cooperation before his neighbors, but also enjoying a satisfying feeling of pride in the thought that he was making a worth while contribution to victory.

Of the remaining five per cent of recalcitrants, a substantial majority was obliged to make the same sacrifices rather than risk the scorn and ostracism of their patriotic neighbors; and, as for the few who escaped detection and failed to comply, the amount of wheat, heat and meat that they managed to consume, over and above the allotted *per capita* average, represented an unnoticeable quantity in the total result.

The results of this program of voluntary public participation were little short of amazing.

Rationing without coupons

THE consumption of sugar was curtailed from a *per capita* average of 100 pounds annually to 75 pounds. This is probably a larger curtailment than has occurred thus far under rationing.

Then the 1918 wheat crop turned out poorly. There was not enough to meet normal domestic requirements; yet in that year the Government exported 175,000,000 bushels of wheat to our allies.

To accomplish this, the Food Administration appealed to the public to mix corn meal with their flour and to use substitutes. Grocers in many places insisted upon the purchase of a certain amount of corn meal with every purchase of wheat flour.

As a result, at the end of two weeks not a sack of corn meal was left on the grocery shelves in most places.

Voluntary public cooperation overcame a threatened shortage of fats, and a fundamental system of allocations to wholesalers and retailers met the problem for other insufficient supplies.

Such price stabilization as existed in that era was achieved through controlling and coordinating the buying activities of the American and the allied governments—a foresighted measure, incidentally, which our Government has not yet even seriously considered in this war.

No competent psychologist would attempt to organize the civilian economy of Germany upon a voluntary basis, because German minds and temperaments are so thoroughly imbued with the doctrine of direction and discipline that they could hardly be expected to function adequately under any other system.

No good psychologist, on the other hand, will fail to recognize that compulsion is essentially distasteful to American minds and temperaments; nor would he fail to avail himself of the great American capacity for self-sacrifice and democratic cooperation under the emotional stress of war.

To persist in a policy of compulsion to an unnecessary degree, is to invite popular rebellion of the type that destroyed N.R.A. To pursue a policy of voluntary cooperation wherever possible, on the other hand, is to employ, to the fullest, the capacity of the American people to sacrifice, to produce and to triumph.



Industry is meeting the threat of sabotage with good, sturdy fence

WHEN war came to America, thousands of plants were already prepared to ward off the vicious attempts of spies and saboteurs with high barriers of steel — U·S·S Cyclone Fence. And since the war began, mile after mile of this sturdy fence has been built to protect war plants, shipyards, airfields. Vital areas within many plants have been given extra protection by enclosure within partitions of steel mesh.

How well is your plant fenced? Is it completely enclosed? Would a few feet placed around special equipment or danger points make your plant more secure? In spite of limited supplies and huge demands, we can provide the fence you need if you have the proper priority ratings. We'll help you choose the right fence for the job. And we'll erect it for you if you wish. Write for a free estimate.

CYCLONE FENCE DIVISION
(AMERICAN STEEL & WIRE COMPANY)
Waukegan, Ill. · *Branches in Principal Cities*
United States Steel Export Company, New York

USS **CYCLONE FENCE**

UNITED STATES STEEL

32-Page Book on Fence



Send for our free book that tells all about fence. Crammed full of facts, specifications and illustrations. Shows 14 types—for home, school, playground, and business. Buy no fence until you see what Cyclone has to offer.

CYCLONE FENCE
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Please mail me, without obligation, a copy of "Your Fence—How to Choose It—How to Use It." I am interested in fencing: ☐ Industrial; ☐ Estate; ☐ Playground; ☐ Residence; ☐ School.

Approximately _____ feet.

Name_____

Address_____

City_____ State_____

The World Turned Upside Down

(Continued from page 24)

They are the girls who will build the buying habits of tomorrow and no one knows what they will be.

Resort hotel people say they are acting as hosts for a new crop of resorters:

"Mostly strangers. They come by bus or train and a high percentage of them are women. That is reflected in a heavy increase in our long distance tolls. Our bar checks are up 25 per cent over any previous year—dining room receipts show that individual checks are smaller."

Dislocation of population is also changing and shifting buying habits. The local moving man in a small town told me he had moved 60 families away, representing a loss in population of about 20 per cent in the little town. All were going to work in defense plants.

"The same thing happened in the first World War," the local bank president informed me. "When the war was over, people returned and reopened their homes. They had saved their money. As a result, we hardly knew there was a depression. Will these families return? I don't know. I wish I did."

The retailers of this little town—and there are thousands just like them—are sadly aware of what has happened. There isn't a thing they can do about it and the futility and the hopelessness of their situation is tragic.

These new buying habits bring a measure of prosperity but usually it is tinged with a certain indefinite weirdness, a species of instability. I talked with a druggist in a city of 80,000, not long ago. He was working on a sign.

"My father founded this business. I worked here when I was a kid. If he could see what I am doing now, I wonder what he would think."

He hung up the sign beside an ornate juke box.

It read: NO DANCING.

"I once thought that this was a drug store," he said a little sadly. "Now it seems to be a restaurant and a soft drink parlor. Without that sign, we'd have dancing here 12 hours a day. When a vacant building two blocks away was opened up as a unit of a big defense plant, the boys and girls started to drop in here for soft drinks and sandwiches. The first thing I knew we had a new crop of customers and the usual drug lines almost stopped moving.

"I can't complain of either my gross or my net but I feel like kissing a customer who wants a prescription filled or to buy a hot water bottle."

Men in every retail field, especially the highly competitive ones, are asking the same question. Retail selling means wholesale buying. Wholesale buying must be carefully and shrewdly conducted, must be based on as many known factors as possible.

It can't be based on uncertainties. There are other obstacles, too.

I know a bologna manufacturer in Pennsylvania. He can no longer get western beef.

And what about local beef?

Unfortunately, federal law specifically states that all meats offered in interstate trade must be inspected by qualified governmental inspectors. Undoubtedly a wise provision. This manufacturer says:

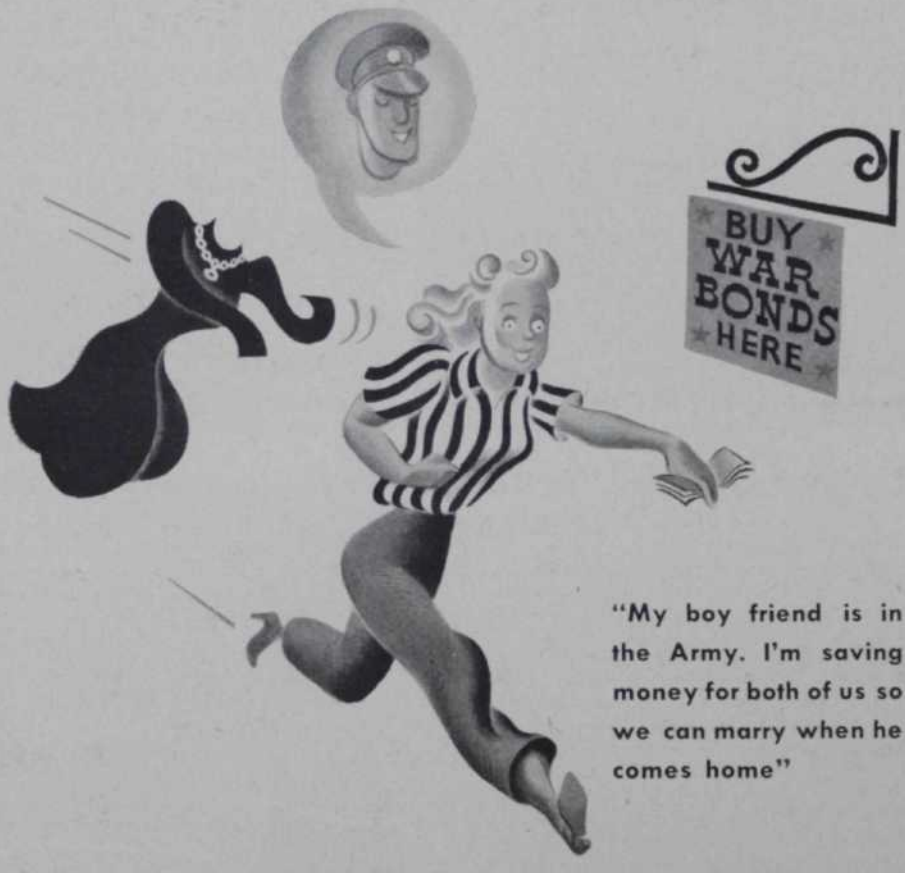
"And I can't get local beef inspected. No provision is made for such inspections outside certain packing centers."

Result: His plant is idle, orders are piling up. What would you do if you were in his place?

Or suppose you owned a filling station that had specialized in serving trucks. Your volume has been excellent, your net profits satisfactory. Your pay roll is big because your plant is open 24 hours a day. The movement of defense freight by highway is increasing. Gasoline rationing won't hurt your volume too much because all this essential freight must be moved. Then you are informed of O.P.A. ruling—L-70. It states that your plant can only be open 72 hours a week and for only 12 consecutive hours each day. There are no exceptions, aside from purely emergency service to doctors, ambulances and the like.

Your volume is cut in half.

Or what does one do to keep pace with buying habits when war jerks little Rose out of high school and gives her a job at $1,500 a year; when thousands of workers are living in trailers and want their purchases in small packages, because room is at a premium?



"My boy friend is in the Army. I'm saving money for both of us so we can marry when he comes home"

Making up for lean years

HOW can you adjust your stocks and services to meet the present and future buying habits of folks like Gus Wahlin?

Gus is a hammersmith in a steel mill and a good one. But he was out of work for four years. He worked at every job he could find, regardless of how tough it was. He made every sacrifice for his family, cursed bleakly when his kids didn't have enough to eat or presents for the holidays. He cried a little, too, when the kids had to wear shoes that had paper-thin soles to school.

He's back at work now and there's a grin on his lined old face and a song in his stout and rugged heart. They are eating well at the Wahlin house and the kids are well. Young Emil is in Australia and Greta has a job as a stenographer. Gus is a member of the Ten Per Cent Club. He has some money to spend and he is spending it joyously.

Gus wants a lot for his family. Maybe he was foolish to spend $27.50 for a camera for little Gus who will be ten next July. Possibly it was wrong for him to buy some dishes for the Missus and a pair of white slacks for himself, with sport shoes to match. Gus wants what he wants just as much as Naomi Levine—only more so. He's an American. There are probably several million Gus Wahlins in this country, just learning how it feels to spend again. They are the men who form buying habits, who are the real dictators of what happens to our business structure.

Where all this is leading, I don't know. I am merely making an honest and uncolored report of things I have found. I do know this: This country, with all its uncertainty, all of its little insanities, all of its governmental fumbling, is still the best place I know.

I want to stick around and see what happens.

Social Reform Opens a New Salient

(Continued from page 22)

Everyone undoubtedly will agree that unemployment compensation reaches the peak of its social usefulness in the highly industrialized areas where, in the average year, labor demand fluctuates greatly.

Associated industries reflect this basic pattern in varying degrees.

At the other end of the scale, agriculture has represented the most highly individualized enterprise in the nation, least amenable to the operations of unemployment compensation.

Defenders of the flexibility and adaptability of the present federal-state system make much point of the fact that the dozen great industrial states have been quick to show liberality and to meet specific problems. Further, they contend, agricultural interests are not particularly sympathetic—if not actually hostile—to a system which pays increasingly high benefits to city workers when unemployment develops.

The possibility foreseen is that, under a completely federalized system, unemployment compensation would become the pawn of bitter legislative struggles between the labor and farm blocs in Congress.

The pro-federal school has argued that merit rating is at the heart of the struggle over federal versus state control of unemployment compensation. This is true in degree only.

Merit rating can find a place in unemployment compensation if it is operated on the insurance principle. It has absolutely no place if it is to be operated as an auxiliary relief or dole system.

Merit rating is the adjustment of the rate of taxation upon employers so that the benefit reserve fund will be adequately replenished in proportion to the drain caused by the employment practices of any one concern.

High turnover, high tax

THEORETICALLY, if the concern has a heavy labor turnover, its tax rate for unemployment compensation will be high. If its employment record is relatively stable, its tax rate will be low.

Thirty-nine states incorporate a merit rating adjustment of the unemployment compensation tax in their law. Adjusted tax rates are inaugurated after the state has developed a reserve large enough to insure meeting the full anticipated drain of benefit payments for several normal years. Usually minimum rates are greater than needed to carry the burden of the particular concerns paying this tax. Maximum rates rarely carry the full burden which the enterprises paying them create. Of necessity the great middle group bears approximately its own load.

Opponents of merit rating argue that seasonality, public buying habits, and other factors over which management has no control, are the real causes of irregular operations.

Supporters of merit rating argue that management can do much to increase regularity of employment and hold that steps toward regularization should be rewarded.

Opponents hold that the cost of benefits ought to be evenly distributed as a social obligation and as a part of the cost of the right to do business.

Merit rating advocates maintain that no business ought to be penalized beyond the burdens created by its own operation. They feel that, if employers are all taxed at one rate, they will have no incentive to seek methods of stabilizing employment.

Again, the final answer can only be written after we determine our basic objective:

Since the entire existing federal-state system of unemployment compensation is the result of many legislative compromises, it embraces characteristics identified with each school or theory.

Each view as to the social purpose of unemployment compensation has much to commend it, combined with features causing widespread objections also.

To judge fairly in the issue of federal versus state control is difficult even for impartial observers.

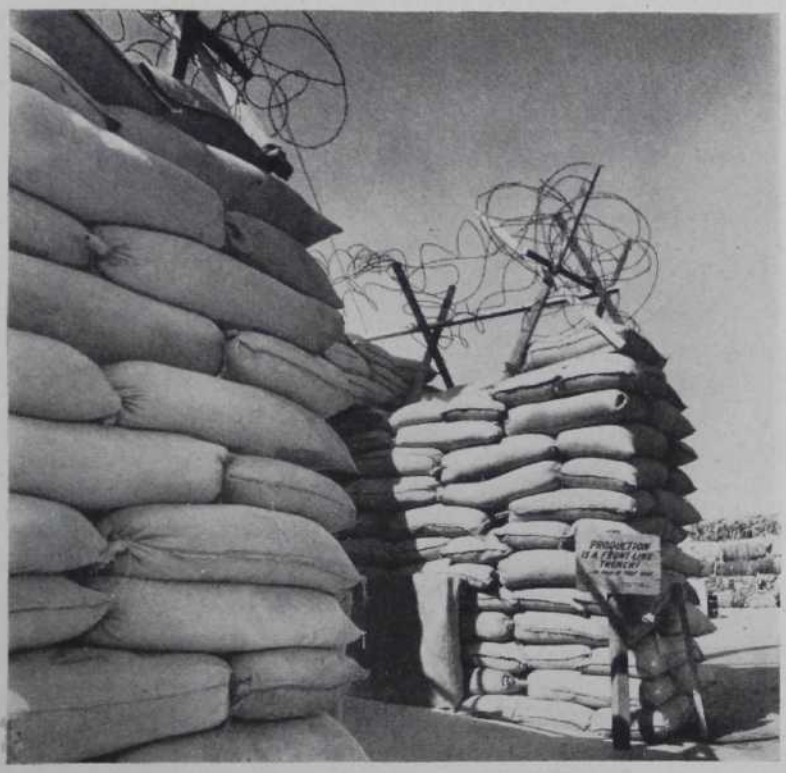
If our basic purpose as a people is to serve the existing competitive economy, then that method which permits state-by-state adjustment seems wisest.

If our interest as a people is to "reform" the economy, and to contribute to equalizations as between states and as between types of enterprise, then federalization would seem to serve this objective best.

State control is the natural medium of a competitive economy. Federal control is the natural medium of a controlled economy.

★ ★

BELLRINGERS



Beyond the Trenches Lies—Production!

Fifteen hundred employees of the Paraffine Cos. Inc. Pabco plant in California pass through this gate every day. It is the company's way of reminding its personnel that each of them has a personal obligation on the Home Front—that citizens can serve in working clothes as well as uniforms. A labor-management plant Production Committee erected the trench in which is a sign reading: "Production is a Front Line Trench—Let's Keep It That Way."

★ ★

No Business *Can Escape Change...*

WHETHER in war or peace business develops new things for its customers at war as well as at home

★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★

1 • CELLOPHANE is made to look like a string of transparent beads by a new process which turns out the cellophane as a string with internal air bubbles injected into it. Due to its resilience, light weight, and insulation it may replace sponge rubber or kapok in cushions, kapok in life jackets, and it may be woven into fabrics for coats and sleeping bags.

2 • SAPPHIRE jewels for delicate instruments can now be replaced in many cases by a highly developed domestic glass jewel in which mass production is possible.

3 • MAGNESIUM can be fusion welded for repair of minor defects in sand castings and for joining of light pieces in a new welding method, which uses an inert gas to blanket the weld.

4 • A SYSTEM of forms has been devised which is intended to make as simple as possible the keeping of and reference to inventory, purchase, and shipments, to facilitate the filling out of form PD-25A.

5 • A NEW transparent plastic is said to have exceptional abrasion resistance. It is resistant to common solvents, retains its shape under high atmospheric temperatures, is thermo-setting at a low pressure.

6 • FOR LIFE preservers and rafts there is a new electric light housed in a plastic case. The light turns upright and is automatically illuminated when it hits the water. It burns for ten hours.

7 • A DUPLICATOR now available without priority restrictions is a gelatin type, either automatic or hand-fed. It reproduces up to eight colors simultaneously, accommodates sheets any size up to 9 x 14 inches.

8 • A NEW CLEANING material for cement floors that are greasy and oily quickly emulsifies the grease and oil so that it can be flushed off with a water hose. It hardens and bleaches cement floors and keeps them from "dusting."

9 • A NEW TEXTILE finish has been developed which can replace sulphonated tallow. It gives a pleasing finish, comparing favorably with tallow and, of course, releases the fats for war purposes.

10 • A MINERAL JELLY has been developed to make a quick, temporary plug in broken or leaking gas and some other pipe lines.

11 • INFRA-RED heat lamps for heating and baking are now made with filaments that give uniform heat distribution, bases reinforced with asbestos-lined straps to withstand the temperatures of tunnel installations. Burning life is in excess of 6,000 hours.

12 • A FILE for phonograph records only 5¾ inches wide holds 24 records in separate numbered wooden grooves. The case is wood faced with simulated leather. It is made in several colors for either 10 inch or 12 inch records.

13 • CONTACT LENSES—the invisible spectacles—are now made of a plastic which has excellent optical properties, is light weight, and easily ground to fit the eye.

14 • SPRAYS developed to keep fruit from dropping before harvest time have now been adapted to the Christmas problem of making holly leaves hold on much longer.

15 • A NEW quenching oil has been developed which is said to have a sufficiently fast cooling rate to increase the depth of hardness without the distortion and cracking that water gives.

16 • TO SAVE space in locker rooms, a new wardrobe-locker combination has been made which accommodates 12 persons in a unit five feet long. Coats and hats are hung in the center and individual cubical lock boxes 12 inches on each side are on the ends of the unit for other personal effects.

17 • A NEW locker made of wood frame with plywood panels is 15" wide, 18" deep and 60" high, eliminates critical materials. It has a hat shelf and hanging space and is available in units or as a battery of any desired number.

18 • A NEW temperature-indicating product is available in a quick-drying solution which, when smeared or daubed on a surface dries in an instant. As the surface is heated, the smear liquefies sharply at a predetermined temperature. When cooled, it leaves a glossy mark distinctly different to show that the temperature was reached. It is available for temperatures from 125 to 350 degrees Fahrenheit in 25 degree intervals and in 50 degree intervals to 1600 degrees.

19 • A NEW packing material for pumps and high-pressure hydraulic equipment is made of a special rayon rope which substitutes efficiently for scarce flax packing materials. The rayon packing is made of unbroken filaments which show very low abrasion to the metal shafts enclosed.

20 • COLLAPSIBLE tubes, long made for many products from scarce tin, are now being made from a plastic. The tubes resemble tin tubes and can be rolled up to get the last drop more easily than tin could.

21 • AN ELECTRIC etcher for free hand marking of iron and steel and their alloys is now made with 14 etching heats for use on light to heavy parts. It weighs 32 pounds, plugs into 115 volt circuits.



22 • AN ELECTRIC arc etcher mounted on a stand with pantograph control makes possible fast and accurate marking of parts, tools, by following the larger master copy with the pantograph guide. Unskilled operators can handle the machine.

—W. L. HAMMER

EDITOR'S NOTE—This material is gathered from the many sources to which NATION'S BUSINESS has access and from the flow of business news into our offices in Washington. Further information on any of these items can be had by writing us.

The World is Your Trade Area

(Continued from page 29)

It will be a great wrench for her to move her industries to India, Australia, New Zealand, Rhodesia and other possessions—but decentralize them she will.

Air transportation is opening hitherto isolated regions: Southern Rhodesia, formerly inaccessible, offers great promise with its waterpower, its vast agricultural regions, its fine climate. Australia, with excellent coal and iron deposits, has only 7,000,000 population, and formerly imported most of its manufactured products. Now, air transportation is opening the vast interior regions and bringing Australia closer to the rest of the world.

India, regardless of its splendid potential, was formerly closed to industrialization. But it is now tooling up for war production because surface transportation is too slow to carry the needed materials of Asiatic warfare. Canada—so close to us, but so little known because of its barriers to surface transportation—is taking hold of air transportation.

Airways over the jungle

BUT the greatest developments will take place in South America. The airplane can conquer the barriers of the Andes and the jungle. Where yesterday one traveled two weeks by river steamer, railroad, pack mule and footpath from the Colombian coast to Bogota, today one can fly in 165 minutes.

Brazil, where perhaps the greatest development in South America will take place, is larger than continental United States. Its population—one-third of our own—lives for the most part on the coast. Now the airplane can extend her empire into the vast interiors.

We might go back and forth across the southern half of the hemisphere. Anywhere and everywhere untold resources are waiting. But today, if we traveled far, the trip would take years.

Tomorrow, we will fly north to the Orient and over Alaska to India, over the North Pole to Moscow and across Greenland to England. The world and everything in it will be ours to have, to know, to understand. Tomorrow we shall be as familiar with Moscow, Buenos Aires and Shanghai as today we are familiar with Chicago and New York.

Tomorrow, because air cargo will carry our products to all nations and theirs to ours, the American business man must be as thoroughly versed in the ways of all nations as he is today in the ways of his sales territory.

Lest we lose the peace through our failure to utilize air commerce, lest we fail to realize that air power, translated from a weapon of war to the humanizing force of peaceful commerce, will provide at last the tools for the practical brotherhood of man, let us turn now to face the new day. Aviation will transport the nations to the greatest prosperity the world has ever known.

LET MAGNETISM WORK FOR YOU



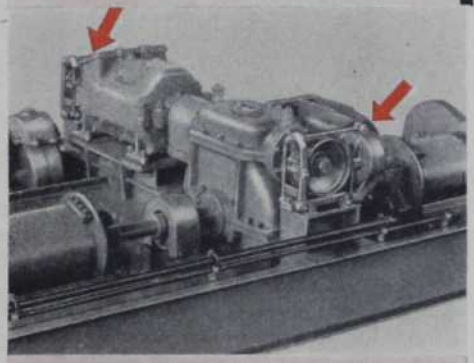
Wide as a hand or bigger than a man

C-H lifting magnets range from a 5-inch hand magnet for picking up, sorting tiny parts, to a 77-inch giant that grabs up tons. For handling hot, cold, loose, boxed iron and steel.



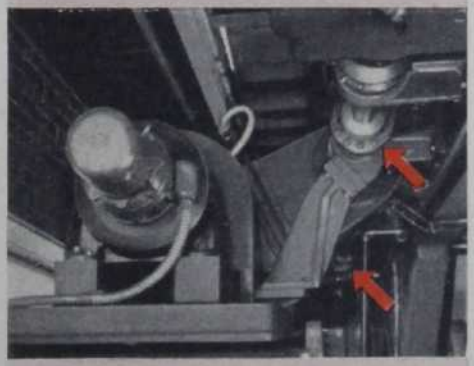
Bums' rush for Tramp iron

C-H Magnetic Separators guard materials in process, remove ferrous metal parts, scrap, etc. Prevent contamination of chemicals, foodstuffs, etc. Valuable in recovering iron and steel scrap from garbage dumps, slag piles, etc.



When brakes are needed

To stop a conveyor, to spot a crane, to hold a load, use a C-H Magnetic Brake controlled by any automatic contact arrangement or directly by master switch, pushbutton or automatic device. Smooth, jarless, cushioned, positive action.



How to clutch a machine at the touch of a button

To start any machine smoothly, gently, automatically, install a C-H Magnetic Clutch between it and the motor. Pushbutton or limit switch controlled. Saves space, motor, machine and time.

Pick up or sort out iron and steel . . . start machines and stop them . . . better

When you have to move tons of iron and steel, sort out small ferrous parts or separate "tramp" iron from mined, crushed or processed materials, let magnetism do the job. You will find a C-H lifting magnet or magnetic separator to meet every need. When you have to start machines with low-starting-torque motors, let magnetism do the job in the form of C-H Magnetic Clutches. When you have to stop and hold loads of any size, give the job to C-H Magnetic Brakes.

All these magnetic products are made by the manufacturers of the world-famous Cutler-Hammer Motor Control. They will give you the same high-performance, *dependable* service. CUTLER-HAMMER, Inc., 1251 St. Paul Avenue, Milwaukee, Wisconsin. *Associate:* Canadian Cutler-Hammer, Limited, Toronto, Ontario.

Made by the makers of

CUTLER-HAMMER
MOTOR CONTROL
C-H

1892-1942—50th Anniversary

The Suggestion Box Comes to Life

(Continued from page 46)

The men in that meeting were carrying on a custom as old as industry, as widespread as good management—the custom of exchanging ideas for improvement and progress.

It was the suggestion box brought to life to help win the war.

These meetings of War Production Drive labor-management committees scattered over the nation resemble somewhat the old industrial councils or plant assemblies that met to consider all things concerning a man and his job, bodies now buried as company unions.

But they are resurrections of company unions no more than they are the establishment of the Reuther Plan, or Philip Murray's Industrial Council Plan.

In the words of Donald Nelson:

The War Production Drive is a voluntary effort. Its success is up to the men and women, labor and management in the plants. The plan provides for joint committees representing labor and management in each plant to stimulate war production.

This drive is designed to increase the production of weapons now and not to further the special interests of any group. It is not a plan to promote company unions. It is not a device to add to or tear down the power or position of any union.

It does not interfere with bargaining machinery where it exists or undertake the functions of such machinery. It is not designed to conform to any plan that contemplates a measure of control of management by labor.

It does not put management in labor or labor in management. It is not a management plan, a labor plan, or any other plan. It is the War Production Drive Plan. It is a perfectly simple, straightforward effort to raise production.

The plan calls for greater plant efficiency through cooperation. That means, if anyone has a suggestion as to how we can do our job faster and smoother, that suggestion must be passed along to where it will do the most good—for our country and for free men and women everywhere.

Its purpose is to bring closer to home the war-time responsibility of everyone in industry, to plant and cultivate the cooperative work-for-victory spirit, and to spread the skills and short-cut possibilities born of experience.

Where the committee plan has been most successful, the greatest achievement may be the rise in war spirit, but the most tangible is the list of suggestions that lead toward more war production from the same men, the same machines.

The 10,100 invitations to organize labor-management committees which War Production Drive headquarters has sent out have resulted in the formation of 1,500 conference groups covering 3,500,000 war workers, Mr. Nelson estimates.

One of these was organized at the Curtiss-Wright Corporation Airplane Division, Lambert Field, St. Louis, on the pattern suggested in the Official Plan Book (we'll be glad to get a copy for you).

At the first joint meeting, the committee decided to establish suggestion boxes, along with forms, throughout the plant at once.

Five subcommittees appointed included one to post production charts showing each department its quota and progress toward reaching it; another to conduct production and slogan contests; a bulletin board committee to arrange the display of posters, the establishment of war information stands, and the distribution of inspirational stickers, another to promote ride sharing and handle other transportation problems, and another to urge the conservation of materials.

The Federal Shipbuilding and Dry Dock Co., Kearney, N. J., reports that its suggestion boxes have brought in

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In your labor-management committee activities

DO:

Give management representation to men with authority to act.

Plan a continuing program—outline long range objectives.

Extend participation to every workman in your organization.

Acknowledge suggestions, let your men know you consider them.

Restrict the committee's business to mutual objectives.

DO NOT:

Shoot the works on the first rally—budget initial impetus.

Attempt to handle wage or hours differences or grievances.

Let publicity experts furnish all the group's initiative.

Overlook the production know-how of men operating machines.

Expect good results without expenditures for printing, etc.

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ideas that cut in half the time needed for a welding operation, and made possible the repair of $1,000 worth of drills that had previously been discarded every month.

Two new tool designs have come through the committee. One is a loom for weaving rope mats used as life boat supports on destroyers. It produces in a day the amount of matting that formerly took 13 days.

Another is a new type die for making pipe hangers in hydraulic presses. It increased production 300 per cent.

At the American Oak Leather Co., Cincinnati, the labor-management committee worked out rules under which employees absent from their jobs without notifying their foremen must bring a doctor's certificate or other written explanation to get permission to return to their jobs.

It's called the Work to Win Committee at Packard Motor Car Co., Detroit, where it brought in 4,158 suggestions in its first six weeks.

"Our army of production ideas knows no age, race or creed," observed George T. Christopher, Packard president. "It aids a country."

One Packard idea for combining two polishing operations is saving $4,000 a year, another has eliminated two milling operations and saves $14,000 annually by turning two machines and four men to other jobs, Mr. Christopher reported.

Another reduced checking time on airplane engine piston travel from 18 hours to from ten to 30 minutes on each engine; another increased production of camshaft bearing bolts 450 per cent.

Absence charts posted in the Arma Corporation precision instrument plant at Brooklyn, N. Y., plus calls to the homes of every employee who reports off sick, have reduced absenteeism from between six and eight per cent to less than three per cent, according to reports from the labor-management committee.

At the Anaconda Copper Mining Co. mines at Anaconda, Mont., the committee has formed subcommittees covering each department and each operation. They stress production, and the conservation and care of critically needed tools and equipment.

These instances are from reports made to the War Production Drive headquarters, selected as typical examples of the plan at work.

But there have been others that didn't work.

One committee broke down over the first point raised at the first meeting. Labor demanded a voice in deciding which workers were most necessary to the war effort and should be the subject of Selective Service deferment requests.

Management members pointed out that the Selective Service Act gives authority for draft deferment requests solely to management, and that it could not share this responsibility.

In another plant the committee failed to get started because of differences over pay for the labor members for time spent on War Production Drive business.

The most common obstacle over which labor-management cooperative drives have stumbled is the intrusion of collective bargaining questions into the war production drive business at hand.

General Motors Corporation picked out the suggestion plan phase of the drive and went ahead with no overall labor-management committee setup.

A suggestion campaign was launched April 1 under a "Produce More for Victory" slogan. In the next five months 31,777 ideas flowed from employees in General Motors' 31 divisions.

War Bonds and Stamps ranging in value from $7.50 to $1,000 were awarded a total of 3,487 workers for their suggestions in that period. Awards totaled more than $150,000.

"General Motors workers can be proud of this record," B. D. Kunkle, vice president in charge of manufacturing, has said. "The number of suggestions turned in indicates the real interest of workers in the program and demonstrates the vitality of such a plan."

Food Crisis Is Real

(Continued from page 27)

men or managers. Even temporary workers must have a certain amount of skill—for example, the average person can't be turned loose in a cotton or corn field and accomplish anywhere near the same results as an experienced hand. Imagine a Philadelphia garment worker in a Georgia cotton field or a Chicago haberdasher trying to milk from the left-hand side of a cow.

When Mr. McNutt told the Tolan Committee that the net employment in agriculture would decline by less than five per cent because of available replacements, he posed a problem that cannot be shrugged off by a substitution of makeshift labor. He stated that women could be largely used for replacements. It is true that farm women and youth will contribute to the available supply, but not enough. In Germany women are now reported as doing 50 per cent of all farm work. In this country the percentage is 14. It is unlikely that our women can match the German procedure. German women are more accustomed to farm labor in peace time and their farms are conducted on a small scale more conducive to hand labor. Anyhow the German food situation does not indicate that substitution of women for men farmers is too successful.

The possibility that one-fourth or one-third of all agricultural operators and workers will be lost for the duration is startling. The exodus must be curtailed or replacements must be found. If not, shortage will become far more serious than anyone now contemplates. Thoughtful farmers are not complaining about this year's troubles—they are thinking about next year.

One result of their thinking is the vast number of farm auctions. Congressman Hull of Wisconsin stated that there are 100 auction sales a week in his district. He estimated that 10,000 of Wisconsin's 186,000 farms would go out of use next year.

Farm auctions are not land sales—they are closing out sales by farm operators. Not every auction means a vacant farm, but most of them mean that farmers are unable to proceed under present conditions. Some are retiring; others are moving because they cannot obtain hired help, are unable to obtain farm machinery and equipment for carrying on, and fear rising costs will be more than they can pay.

Most auctions include sale of livestock. One auctioneer in Washington State declared that 90 per cent of the cattle he sold at auction, including dairy cows, were going to the butcher. This development, together with the marketing of unfattened cattle, means that next year's meat and milk production may be nowhere near the Government's goal.

A Greater South Dakota Association detailed survey indicates that from ten to 20 per cent of that state's acreage will be eliminated. Cattle, sheep and milk production will suffer proportionately. One typical report presents this picture:

"I am up against it to find tenants who will not be subject to draft in 1943. I paid $6 per day for transit shockers and this year produced 4,000 bushels of wheat, 3,000 bushels of barley, 1,500 bushels of rye and 12,000 bushels of oats. If I can get help will feed out 150 head of cattle. Next year I will cut this program right in two. One great trouble is that with improved machinery one or two men can put in twice as much crop as they can properly harvest—especially corn."

Nebraska reports indicate that a great part of this year's corn crop will be left in the field due to lack of pickers. No machines available. Corn may be partially salvaged by hogging down or left standing for winter in hope that it can be partially gathered or fed next spring.



MCMANIGAL

Women have always done considerable farm work, but not many could withstand rigor of pitching hay or pulling sugar beets

Secretary Wickard recently stated: "The problems of farm production are not altogether reasons of price and returns to farmers. The lack of an adequate supply of farm labor and lack of farm machinery, fertilizer, insecticides and other materials for production will be the biggest handicaps to maintaining production at present levels. *Agriculture seems to have the last claim to our supply of manpower.*"

Deferments are made locally

ALTHOUGH Selective Service and its local draft boards are getting most of the farmers' manpower complaints, by and large, Selective Service has done a commendable job of giving the Army what it called for. The parallel volunteer system has hampered Selective Service no end. The quota system isn't perfect but it is more democratic than any system devised so far and seems flexible enough to make changes when needed. Certain it is that the Board will fight to maintain a local board's right to make local decisions on the theory that a Washington office can never be as well qualified to pass on local boys' military status as those in his own community.

General Hershey has also pointed out that, although 23 per cent of all registrants are in agricultural pursuits, only 13 per cent of all inductees up to May 1 were from the farm. He didn't say how many had volunteered in the Army, Navy, Marine Corps and Merchant Marine, but it is well known that recruiting agencies have done a thriving business in rural communities.

But here are some of the happenings that farmers think are a little haywire insofar as Selective Service is concerned.

In a Nebraska county, where 1,800 men between the ages of 18 and 45 are living, 500 are already in service. The local board is continuing to send from 60 to 75 a month. Married men have already been called and those with children will soon have to go if the quota isn't changed. This is a strictly agricultural county and farm managers have received no deferment. When they had children, they were classified for deferment by dependency rather than by occupation. Farmers think a farm manager is just as important as the superintendent in an aviation plant. They say it is bad enough to take away the help, but certain folly to take away farm managers.

A Texas draft board classified two unmarried sons of the richest man in the community as 1A. He farmed 9,000 acres and needed his boys as managers, but the draft board did not dare face the wrath of a community which would shout: "Yeah—you let off the rich man's sons and make our boys go to war." That situation is being repeated in community after community.

Appeal boards are accused of not

functioning. One Congressman said they had never been known to change a local board's decision in his state. They are generally at great distance from the farm boy's community and he won't go to the expense or trouble of bringing an appeal—there seems to be no adequate representative to take up his case although county agents are supposed to do the job.

"Draft dodgers" unpopular

FARMERS remember the old "draft dodger" catcall of the last war. They have no desire to get caught in any such supposed disgrace in this war. Thousands of farm boys will not appeal because they fear to be called "yellow." Their fathers think the only remedy to this situation is to find a way to recognize publicly that farmers are at least as important as shipbuilders or air plant workers—perhaps give the farmers a few "E" badges too. They are especially bitter at citizens who get swivel-chair officer jobs with no possibility of going overseas, and then come back home wearing a uniform and make cutting remarks about farmers who seek deferment.

Chairman McNutt got at the bottom of it when he said "We have had 150 years of thinking that the place to be in war-time is the Army. Today we must revise that thought and give more attention to our civilian soldiers in industry and agriculture."

These things ought to be straightened out in the draft, according to representative farm opinion. But, even if they were all corrected to the farmers' delight, the problem of holding workers now deserting to industrial plants would not be solved.

The remedy most often suggested is freezing labor on the farm. That may be done in reverse. Instead of forbidding the worker to leave the farm, the Government may compel every employer of labor to refuse employment to applicants who cannot show a clearance from their local draft boards. The draft boards in turn would not give clearance to any worker who wanted to change from the farm to some other job. Before this step is attempted it may be that draft boards will be authorized to classify a farm worker as 1A if he jumps his job. That proposed step would be negative psychology. Farmers are highly sensitive to any suggestion that their avocation is being used as a shield by draft dodgers.

Other suggested remedies:

Appointment of a food administrator to consolidate the one-half dozen agencies now dealing in food. He would have power to restrict the farm labor exodus; ration labor and food; coordinate production, distribution and consumption. Mr. Wickard has been most frequently mentioned.

Ration more food immediately. An order for 150,000,000 all-purpose ration books was placed with the printer in September.

Secretary Wickard said that 2,000,000 farm families might be moved from marginal farms to farms from where managers and workers had been drafted. This is a touchy proposition. No matter how submarginal his farm, a farmer may refuse to move. The plan might not be highly successful. Farm Security has already spent millions to move submarginal farmers and found that some frequently remained submarginal even when moved to good farms. In Canada, people are suggesting that submarginal farmers, 300,000 or 400,000 of them, should be moved into industrial plants or used as helpers on good farms. In this country, out of 6,000,000 operators, some 48 per cent produced less than $600 of salable products in 1939.

Curtail some crops?

GOVERNMENT might order some crops curtailed or discontinued. There is now plenty of cotton and wheat. Perhaps the labor, transportation and fertilizer used for part of these crops could be used for something else. The public could also get along without such things as watermelons, avocados, pecans and other specialties.

The country might be divided into different areas, each specializing on a certain crop. This would theoretically save man-hours. For example, Iowa farmers now use 45 hours of labor to produce 100 bushels of corn, but it takes eight times as much time to raise corn in Georgia. Conversely it takes 60 hours to raise 100 bushels of wheat in Iowa—only 33 hours in Washington State. If this plan should be adopted, farmers would be under direct Government orders to grow whatever crop was ordered. Farmers think it is a screwy idea.

Every nook and cranny in the country must be searched for replacements. Children would get instruction in farm duties as part of their school curriculum. Urban schools would establish 4H clubs so that city children could help on farms during harvest season. Small town holidays would be encouraged so all residents could close up shop to help harvest a crop. Advantage would be taken of special circumstances such as the recent example of British sailors from a vessel undergoing repairs who went into Carolina cotton fields to pick cotton or the 200 Fort Niagara inductees who helped pick peaches in nearby orchards.

It is even possible that we might take a leaf out of the German and Russian system of returning soldiers to farm duty during lulls in the fighting.

Unemployed workers from non-defense areas can be moved to various spots where crops are ready to be harvested, but past experience has not been overly successful. New Jersey offers an example. For years the truck crops there have been harvested with the aid of southern negroes who were imported for harvesting season only. They acquired experience and skill. For example, they know how to pull carrots of the proper size, top and pack them in marketable condition. New York city workers, who were tried this past summer, not only didn't know the difference between a carrot and a parsnip, but complained bitterly about wages and housing conditions.

Makeshift labor of this sort could never take the full place of experienced



"Couldn't use a bale of No. 10 wire and a coffee percolator, could you? Then you could have my lease to boot"



One of a series illustrating Cyanamid's many activities.

WHAT'S IN A NAME?

There's magic in a name. It can shape a thought or paint a picture. But it does not always shape the same thought or paint the same picture to all people. Sometimes what *you* see in a name is not what the other fellow visions at all.

There's magic in the name "Cyanamid" —more magic than was realized by the men who bestowed it upon the company they founded. And it is many things to many people. For "Cyanamid" is Calcium Cyanamide, the source material for a great many of the company's present products which are having such a profound effect on the course of chemical progress.

Originally, "Cyanamid" meant fertilizer to the farmer—and still does. But today, besides being a finished product in itself, it is a basic source of life-saving "sulfa" drugs and many other pharmaceuticals. And from it are derived plastics for molding hundreds of products...case hardening compounds for the metallurgist...Cyanide for the miner...pigments for a variety of purposes...insecticides and fumigants... vital ingredients in the making of rubber, textiles, leather, paper, paints, explosives, cosmetics, food, fuels, for photography and water purification. Small wonder that "Cyanamid" has been called an almost inexhaustible source of chemical progress. And yet chemists say that the possibilities of this amazing material have only begun to be realized!

In Cyanamid's research laboratories scientists are constantly studying Calcium Cyanamide for further developments. It is but one of the basic materials in the broad chemical service with which American Cyanamid is helping to make this country a more efficient nation.

American
Cyanamid Company
30 ROCKEFELLER PLAZA, NEW YORK, N. Y.

MOLDING THE FUTURE THROUGH CHEMISTR

★ ★ INVEST IN AMERICA! BUY UNITED STATES WAR SAVINGS BONDS ★ ★



something you can't afford to be without these days

● *Those who are conserving on fuel may very well feel that red flannels are a wartime essential.*

● *Another form of coverage you can't afford to be without is*

WAR DAMAGE INSURANCE

While your present fire insurance policies give you exactly the same protection today that they did before the war, they do not cover damage caused by air raids.

To meet this need, the companies of the Aetna Fire Group and their agents and brokers are cooperating with the War Damage Corporation (created by the U. S. Government) in making war damage insurance available to you. This new type of insurance specifically covers property losses resulting from enemy attack including action taken by our military, naval or air forces in resisting enemy attack.

You can obtain War Damage Insurance on your home, household goods, automobile, business property, etc. Property worth insuring against fire is also worth insuring against air raids, and almost all classes of property are eligible. The rate for dwellings is only 10¢ per $100 per year.

In writing War Damage Insurance your local agent is rendering an important public service. For particulars on how War Damage Insurance can be fitted to your individual needs, ask your insurance agent or broker today.

Capital Stock Company Insurance — Standard protection

The Aetna Fire Group

HARTFORD, CONNECTICUT

Aetna Insurance Co. • The World Fire & Marine Insurance Co. • The Century Indemnity Co. • Piedmont Fire Insurance Co. • Standard Insurance Co. of N. Y. • Standard Surety & Casualty Co. of N. Y.

help. Production would almost certainly fall off due to inefficient help. Farmers suggest that perhaps industry could take over some of these persons instead of the men they are draining from the farms. "What is the sense in shifting city people to the farm and farm people to the city?" they ask.

Mexican workers may be imported in increasing quantities, too, but there are difficulties. They must be given high wages and living quarters that farmers are simply not able to provide.

Farmers point out that their work week frequently runs well over 60 hours. They think that the city labor shortage might be somewhat relieved if industrial workers increased the number of working hours in their week just as English workers have done.

Chairman McNutt made the surprising suggestion that the gap between farm and industrial wages might be narrowed. It is true that higher wages would go a long way toward solving the farm manpower problem, but Mr. McNutt must have had his tongue in his cheek when he made that comment, unless he had forgotten about the attempt to control inflation. Farm wages have already gone up to an index figure of 202 in comparison to 126 in 1940, but actual cash wages are still small as compared to industry. The economic reason for disproportionate farm wages, according to experts, is that the average farm worker has a much lower production capacity than industrial workers. Available data indicate a ratio of about $1,000 for the farm worker to $3,600 for the industrial worker in 1939.

Secretary Wickard told the House Committee that wages could go up, and cited the national farm cash income from marketings of $15,000,000,000 or about one-third more than 1941 as the reason. He protested against the idea of freezing farm wages at present levels.

The British set a floor under agricultural wages in June 1940 at about $10 a week for adult male workers. The previous rate had averaged about $7. In November 1941 the minimum was raised to about $12. County committees were permitted to set rates above the floor. The rate of increase was greater than that of any other industry or 173 per cent of the rate prevailing in August 1939. But when the rates were set the Government prohibited farm workers from seeking any other employment. Wage rates are established by local boards and policy is set by a central Government board. It is dangerous to compare British and American wage policies. Agricultural conditions are considerably different in the two countries.

Farmers are curious to know how wages can be increased without adding it to their cost when retail price ceilings will not permit the processor to pay a higher price to the farmer for his raw material. Farmers seem to have the quaint, but now outmoded, idea that the way to get more beef and more milk more cheaply is to increase production. Increased supply will automatically hold down prices in their opinion and likewise reduce costs. They are suspicious of veiled Government encouragement of high farm wages as an attempt to use the war for an entering wedge to put farm wages on the same level with industrial wages. They don't believe it is either practical or possible now.

Farmers aren't just grumbling

IT WOULD be grossly inaccurate for the public to believe that farmers are grumbling about the manpower situation simply because they have turned sour on a political administration that once treated them as a fair haired favorite. They are alarmed over the job set for them to do and the tools allocated to do it with. They are seeking adjustment of conflicting orders, just as manufacturers and merchants are seeking adjustment from W.P.B. and O.P.A. A Minnesota farm merchant expressed his opinion this way:

We hope that we can contribute our share without squealing. We expect to be called on for the same sacrifices as everybody else. But the job set for us to do with diminishing manpower and lack of new equipment sort of bowls us over. When we can't get piping to carry water to our dairy cows, we wonder if official Washington knows that milk comes from cows and not from milkweeds. We'll try to find a way to get water to those cows, but if we have to drive those cows to water we can't be making butter at the same time. We'll be in there pitching from sunrise until dark, and sometimes after dark, every day, but I would like to feel more certain that Uncle Sam knows we are running d--n short on muscle and that he has already taken away a lot of our management brains.

An apple grower tells how he came to Washington, D.C., seeking aid on transportation, labor and warehouse troubles, but the only people he could see were a couple of New York lawyers now in Government service, who "weren't sure whether apples grew on trees or bushes." The example is extreme, but it illustrates what the farmers mean when they say "Washington doesn't understand what we are up against."

The above examples are typical of the feeling in nearly all farm communities. Conscientious, patriotic farmers honestly fear that next year's crop will be seriously curtailed because of a manpower shortage. Ever since last April they have been listening to Government officials tell them about it, but nothing concrete has been done and farm labor continues to disintegrate. They feel that it is a problem of governmental management and they want to see that management exercised in a practical manner.

An Iowa farmer ended his harangue on the subject in this manner. General Joffre said the last war would be won by the side with the last man. Walter Lippmann said this war might be won by the side with the last machine. I am thinking the last machine may be driven by the man with the last sandwich.



"You and your last minute changes!"



DO YOUR EMPLOYEES
SIT HEALTHY?

Employees who sit healthy are happier workers. Good posture aids health and Do/More Chairs aid posture. The new Do/More Sentinel is the chair for wartime seating needs. Built to save critical materials, the Sentinel retains *all* the helpful postural features which have made Domore famous. This "all-wood" chair embodies Domore "Ply-Craft" construction for sturdiness and long life. It's completely adjustable, free from gadgets and modern in design.

INDIVIDUAL ADJUSTMENT

Do/More Chairs are individually fitted to users by specialists in seating service, another reason for installing Do/Mores. Write today, Domore Chair Company, Inc., 1107 Franklin St., Elkhart, Indiana.



WRITE FOR FOLDER ON THE SENTINEL

DO/MORE
Seating Service

HANG UP YOUR FILING TROUBLES in the filing folder that HANGS!

Oxford PENDAFLEX* FOLDERS reduce filing time 20%

Eliminates most misfiling!

NO NEW CABINETS a simple frame fits in file drawer and folders hang in file!

•

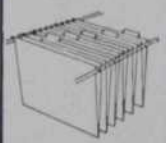
transforms filing from laborious searching to

INSTANT VISIBLE REFERENCE

MAIL COUPON FOR FREE PENDAFLEX FOLDER



THE OLD WAY



THE NEW WAY

NO SAG!
NO DROOP!
NO SLUMP!

*REG. U. S. PAT. OFF.

SEND NOW FOR FREE SAMPLE

OXFORD FILING SUPPLY CO.
354 MORGAN AVE., BROOKLYN, N.Y.

Send me FREE sample of your Oxford Pendaflex folder and new, illustrated, fact-full booklet: "How to Cut Filing Costs 20 per cent". No obligation, of course.

NAME _____
FIRM _____
ADDRESS _____
CITY _____ STATE _____

Ten Ideas for Retailers

(Continued from page 50)

General Electric has sponsored a series of conservation campaigns on its many home electric appliances, refrigerators, and ranges. G-E advertising of Mazda Lamps, for example, points out:

Dust and dirt on bulbs can cut down light output by 20 or 25 per cent. Darkened shades can waste up to 50 per cent of the light produced by a bulb. Arrange lamps and furniture so two or more members of the family can use the same lamp and still have enough light for easy seeing.

Home as well as store stocks of all kinds are shrinking, wearing out, deteriorating. As the war continues, ways to conserve, save, prevent waste, will grow in importance. We shall see more advertising like these examples: Cut-Rite Waxed Paper plays up the thought, "Make more of leftovers—help conserve food." Also—"Buy wisely—then give your foods real protection." Johnson's Wax tells how to "Save in the home." Carnu—another Johnson's Wax product—asserts that there is "No Sabotage in Our Garage—We're alert for dirt, grease and road scum on our car's precious finish—for the duration!" Dutch Boy White Lead features the suggestion that for real home defense there's no combination like good paint and a good painter.

Idea 8: Food will win the war.

THE food industry has had more direct government encouragement and prodding with respect to its war-time selling appeal than any other industry. Nutrition is the watchword and the food industry has not been slow in capitalizing on it. Food advertising is playing in-

★ ★

BELLRINGERS



How Industry Saves Metal

The tiny pile of metal shavings at the right weighs eight pounds. The big pile at the left weighs 50 pounds. The difference in weight represents the metal saving made by Pontiac engineers when they developed a new method for machining the anti-aircraft gun part shown in worker's hands. The finished part, which weighs six pounds, was formerly machined from a 56-pound solid steel forging. Engineers replaced the forging with a 14-pound piece of steel tubing. Now only eight pounds instead of 50 is machined away.

★ ★



WAR DAMAGE INSURANCE NOW AVAILABLE AT LOW COST

How This U. S.-Sponsored Insurance Guards Against War Loss—Gives Protection Your Regular Insurance Does Not Provide!

Modern planes carry war to whole nations—not just to the battle front. Will bombs fall here? Only the future can answer that. But if they do . . .

Unless you have War Damage insurance, you are not protected against loss of home, business property or other possessions thru enemy attack.

For the protection of its citizens, the Federal Government has set up the War Damage Corporation to put this special low-cost insurance within reach of all.

READ THESE VITAL FACTS NOW!

What War Damage Insurance Is . . . War Damage insurance does not duplicate, replace or compete with any other kind of insurance. It covers only direct damage to your home, business property or other possessions resulting from enemy attack—including any action taken by our military, naval or air forces in resisting such attack.

What Does It Cover . . . Almost any kind of real or personal property can be covered by War Damage Corporation insurance. Your home—its furniture and contents—your car—private garage—commercial buildings and contents—shops or factories—churches—hospitals—farm buildings—even growing crops or goods in transit. You don't have to own your home to get this insurance on its contents or on your automobile.

What Does It Cost . . . War Damage Corporation insurance on your private home, furniture and contents, car or private garage costs only 10c for each $100 of insurance—for example, only a $5 premium for $5,000 of protection. The minimum premium charge is $3. Your insurance agent or broker will gladly supply rates on other classes of property. Full payment must go with your application.

Who Issues It . . . It is issued thru regular fire insurance companies and their agents and brokers—who are cooperating, without profit, to make protection available quickly to all. *Regardless of what fire insurance agent or company you deal with, you will receive the same standard War Damage Corporation policy at the same standard premium charge.*

WHY YOU SHOULD ACT NOW!

When Does Protection Start . . . Your War Damage Corporation policy does not go into effect until your application is received and approved by the company to which it is sent. It takes time to make out and forward the application. *If you wait until enemy planes are heading your way, it may be too late!* You are urged to *act now!*

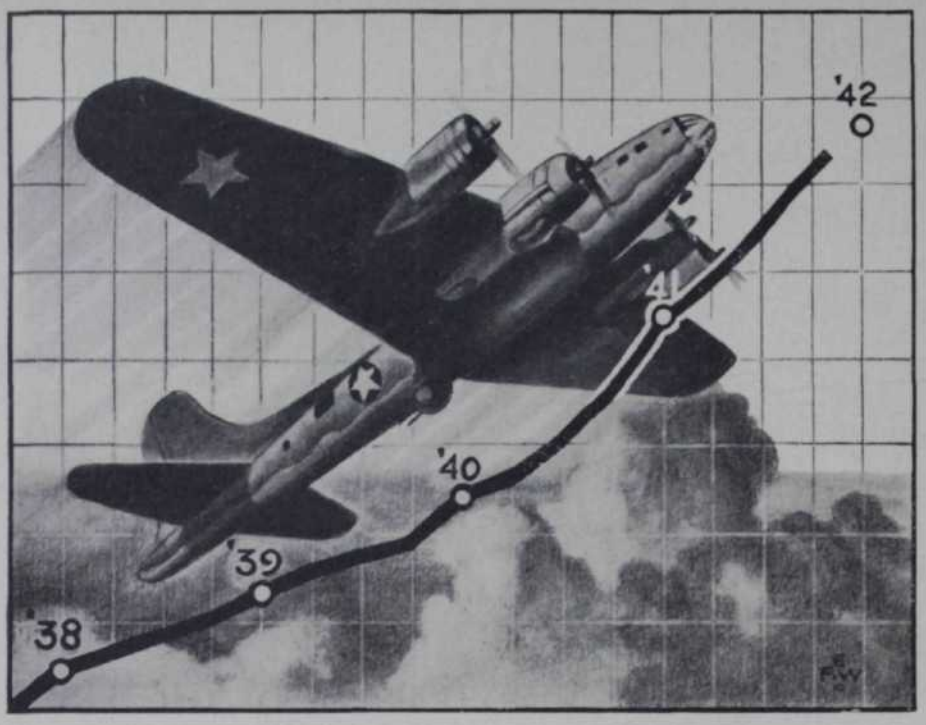
Consult Your Insurance Man Now! . . . War Damage insurance is not compulsory. It's entirely up to you. But it is easy to delay or forget—and risk losing everything you own! So act now—at once—for your own protection. Any fire insurance agent or broker will gladly supply full details.

This advertisement is published in the public interest by

THE NATIONAL BOARD OF FIRE UNDERWRITERS

Est. 1866—Maintained for public service

85 JOHN STREET, NEW YORK



FINANCING FOR WAR-TIME PRODUCTION

War-time production has climbed to high levels and is still gaining altitude. But it is far short of the ceiling.

To keep it expanding . . . to prevent it from stalling . . . many concerns face the problem of obtaining more working capital.

Even those which have tried in the past and failed to qualify for Government business may now be in line for favorable consideration. The question of financing may be the deciding factor.

A maker of vital aircraft accessories found a successful formula in Commercial Credit financing. In a report to stockholders, this company said:

"The extraordinarily rapid expansion in business volume, necessitated some additional financing of a short term nature. After investigating various sources, it was determined to take advantage of a new method which has been made available to corporations by the Commercial Credit Company. This has worked out very satisfactorily. The current financial position shows substantial improvement over the preceding fiscal year end."

During the past six months we have provided approximately $5,000,000 cash to assist this company in meeting its greatly increased requirements.

Commercial Credit Companies during 1941 advanced approximately one billion dollars to the many concerns who used our financing service for their cash requirements.

No matter what line of business you may be in, we are prepared to offer a financing service at reasonable cost, and with *no interference* or *restriction* placed on your management.

For further information, write or wire. Address Dept. 1408.

Commercial Credit Company

Baltimore

Subsidiaries: New York Chicago San Francisco Los Angeles Portland, Ore.

CAPITAL AND SURPLUS MORE THAN $65,000,000

numerable variations on the theme: Food Will Win the War. November is "National Nutrition Month."

Nestle's Cocoa urges mothers to "Defend Our Children's Health with Hot Nestle's—for National Defense." Pillsbury offers customers a booklet of special war-time recipes entitled: "How to Bake Fightin' Food with Pillsbury's Flour." Nucoa Oleomargine headlines: "I'll say Nucoa is a Food for Defense" and quotes the wife of a typical war worker to the effect that:

> Looking after the family's health with balanced meals that taste good and don't cost more than we can afford—that's where we women come in on defense!

Corn Products Refining Co. keeps explaining: "Dextrose improves flavor—adds to the food value of ice cream."

Wilson & Company's advertising for Mor canned meat declares: "During the all-out effort every wife and mother should prepare Mor vitality lunches—we all need to be strong." Sunsweet Prune Juice repeatedly urges: "Start the Day with a glass of Health Defense." Food advertisers have no monopoly on the popular appeals of good health, energy and physical fitness. Pepsi-Cola volunteers energetically with this thought: "American energy will win. Jeeps by the thousands. Building them calls for energy—every ounce we've got. Pepsi-Cola answers that call, provides quick food energy and helps millions work harder, faster and better." And Morton Salt Company steps in with this special slant: "Avoid Heat-Fag . . . use Morton's Salt Tablets." Soft-Lite Lenses is telling workers: "You owe it to yourself, to your job, and to your country to be certain that poor eyesight is not slowing you down."

War creates a national strain. People complain about overwrought nerves, insomnia, inability to maintain the pace. Whatever people in sufficient numbers complain about constitutes an opportunity for advertising. Here's still another sales approach.

Idea 9: The well-being of our war workers.

THIS "well-being of our workers" theme is tied up with some of the appeals already reported. "Hot Coffee for the Night Shift" is a typical heading from current Thermos bottle advertising. The Sanforized Division of Cluett, Peabody & Co. is emphasizing the need for sensible plant dress for women workers of whom we may soon have more than 6,000,000.

Wheaties says: "Improve your war-time breakfast." Skinless Frankfurters claim that "Sausage is Food Power" and "Food Power will help win the war." Serta Mattresses offer retailers this excellent sales line: "Sleep sound tonight—work better tomorrow!"

Migration of war workers, the drift of women to industrial and war centers has created a strong demand for lightweight furnishings for small apartments. Deltox Rugs advertises: "Made to order for war-time homes." Several furniture manufacturers feature small-size furniture for small-size homes. The

Decorative Cabinet Corp. offers E-Z-DO Hollywood wardrobes and chests for modest budgets.

Krueger beer counsels the work-weary to "Relax—and enjoy Kreuger's." Much food advertising is directed to this group as is the advertising of Better Vision Institute, many cigarettes and soft drinks.

Those who have gone to war still influence sales. Here, too, is an idea used by manufacturers:

Idea 10: Maintain the morale of our men in service.

LONGINES-Wittnauer has added to its well-known slogan so that it now reads: "The most honored watch for a soldier." Kodak suggests: "Visit him every week in snapshots." Eaton Paper suggests writing more often. Parker Pen says: "Mail time is the high spot in the day of every soldier and sailor—the time when he feels either close to home or unremembered and alone. Don't forget his Parker and he won't forget you is only the half of it. Don't forget to write him is just as important."

Gartner & Bender, Inc., publisher of Golden Bell Greeting Cards, has boosted morale for months with the slogan: "Keep-in-touch to keep 'em smiling!"

Assuming that you have taken our suggested trip through your store and see possibilities for using all or at least some of these suggestions, what can you do about it?

There are several things.

First: Perhaps related goods break down your old departmental boundaries. Perhaps soap and deodorants would sell well with dresses and dress goods. Nonspi, deodorant, for instance, headlines: "Fabrics are getting scarce. Protect your precious dresses and undies against underarm perspiration with Nonspi." Procter & Gamble say: "Perspiration is acid—it ruins stockings. Ivory Snow combines two important advantages you'll want in fighting this danger."

Second: You could have a window display devoted entirely to "patriotic" merchandise, including, as examples, Twinplex Stroppers ("It's timely economy to make razor blades last longer"); Penick & Ford's Brer Rabbit Molasses ("Save sugar by using Brer Rabbit"); Kester Metal Mender ("Don't throw it away—fix it), and so on.

Third: You could give your sales people a few choice selling sentences: "You can't replace your washing machine but you can replace Royalies for six cents a package." "Aluminum is scarce. You can make your pots and pans last longer if you keep them spotless with S.O.S. Scouring Pads."

Fourth: You could have special signs scattered throughout the store calling attention to special uses of old articles or new services:

"Let our repair department put your old equipment in order."

Fifth: You might run advertisements in the local papers stressing any or all these themes.



NO MILITARY SECRET...

your office helps in the attack!

The angry roar of guns and the busy hum of office machines are first cousins in more than sound.

For the factories that once made office machines are now hard at work turning out weapons.

America's great office machine industry... of which Underwood Elliott Fisher is proud to be a part... is now devoting practically all its manufacturing skill and experience to the production of war materials.

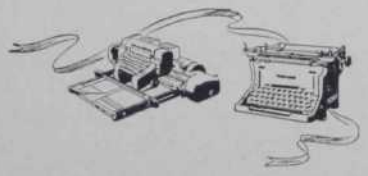
We possess this great industry only because in offices like yours energetic, resourceful workers insist on modern machine methods . . . only because America's office workers lead the world in efficiency. So, in a very direct sense, your office is equipping fighters and to your office workers goes the credit.

And here is our promise to such workers, several million of them our valued customers.

No matter what the difficulties, our maintenance service will continue undiminished from coast to coast.

We shall continue to provide spare parts ... as well as a complete line of carbon paper and ribbons, unsurpassed in quality, for every make of office machine.

And we shall continue to devise and suggest methods for *conserving* their typewriters, adding and accounting machines and for *operating* these machines with greater efficiency.



Underwood Elliott Fisher

Helps Speed The Nation's Victory

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ENLIST YOUR DOLLARS... BUY MORE WAR BONDS... TO SHORTEN THE DURATION!

15 Hours Ahead of Schedule

(Continued from page 32)

cause the brakeman's signal to an engineer to kick off a car from the end of a string while switching is both hands to the chest. From a distance, it looks as if a signalman is scratching cooties. Colloquially, lousy means "crummy," and as the caboose is always the first car kicked off, by a process of association, it came to be known as the crummy.

The phrase "bumped off" for being killed also is of railroad origin. A brakie riding a string of cars who was jolted loose was quite literally "bumped off."

They also told me about "monkeys." A "monkey" is a shock impact recorder placed secretly in a freight. It automatically records if an engineer is handling his train properly.

We went through Shreveport just at dawn, and then cut over a corner of Texas and into Arkansas. We gained on our schedule at every division point through Arkansas, which was remarkable because this oil schedule has been deliberately set twice as fast as the normal movement of freight.

At DeQueen, Ark., there is an anonymous cook I love. Instead of the omnipresent sandwiches, she sent a colored boy down the track with what seemed like half a washtub full of fried chicken.

I went ahead to ride the engine "over the hump" in the Ozark Mountains between Arkansas and Oklahoma. A couple of big mountain engines toted our drag through the mountains. It seemed slightly ironic to me that all the engines hauling this oil were coal burners. That meant cinders, too. Engineer Bill Robinson said there's some sort of rule that "no cinder less'n the size of a crab apple ever gets in your eye."

They're busy and dirty and hot up there in the cab of a freight engine. Beside the endless chore of watching signals, it must take an engineman six months just to learn the multiplicity of gauges, petcocks, valves, controls and gadgets that cram a modern cab.

There's a nice art in tooling 5,000-plus tons of engine, equipment and cargo down the grades U. S. railroads negotiate. The momentum of a big drag is terrific, and the engineer has to calculate to a whisker's weight the amount of air he exhausts from the brake system, or all hell's to pay.

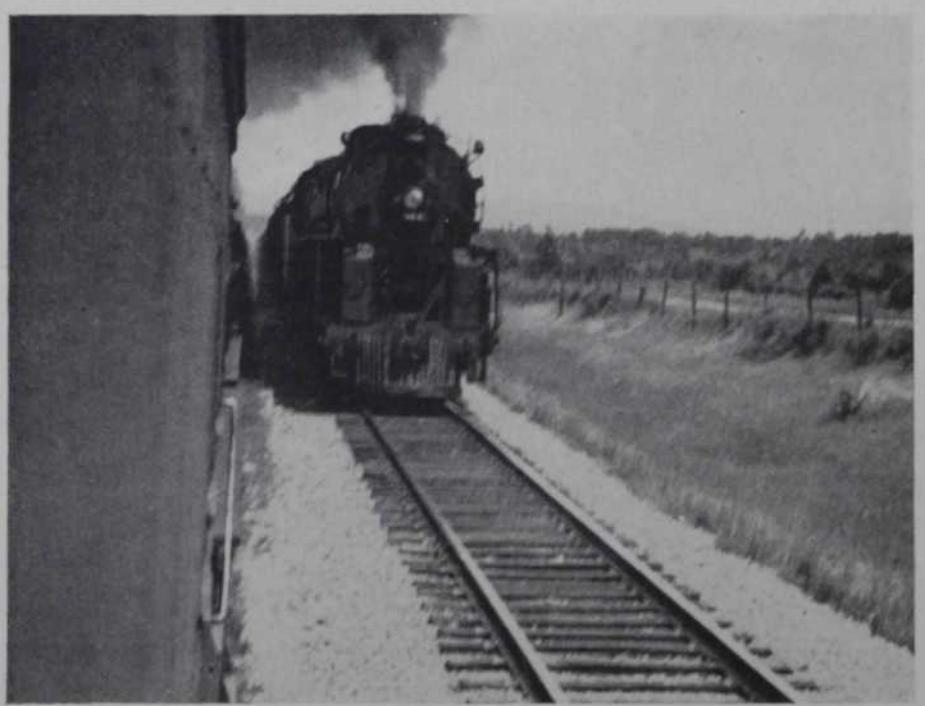
The K. C. S. "chain gangs" its cabooses, which means that the same crummy runs through from terminal to terminal. On some roads, notably the 'Frisco and the Wabash, each crew has its own caboose, and the cabooses are changed at each division point.

The crews along the K. C. S. told me something of the road's history. It's a monument to the Stilwell for whom Stilwell, Okla., is named, the founder of the road. He had his dream of a railroad from the heart of the mid-continent area straight through to the Gulf, and spent his life financing and building the line. A lot of Netherlands capital is invested in the K. C. S., and stations along the line memorialize some of the heavy investors. DeQueen, Ark., is named after a Dutchman, but the mellifluous Arkansas drawl couldn't cope with DeKuhoyn, so they changed it to DeQueen.

After we topped the Oklahoma-Arkansas hump into Heavener, Indians began to show up in the crowds at the station. Eastern Oklahoma is fat cattle country.

Some remarkable subjects come up in discussion as you bump across country in a caboose. R. R. Sutter, a K. C. S. trainmaster, came aboard at Sallisaw. General MacArthur's name was headlined in a newspaper we took on the fly, and it developed that Sutter was in MacArthur's headquarters company during the World War.

In the informal talk of this trainmaster in the Oklahoma foothills was a little gem of war analysis that all the heavyweight war analysts and experts in Washington have overlooked. I've seen expert comparisons of ships, aircraft, invasion forces, defense lines and all the other factors of a potential second front, but I had to go 2,000 miles into the middle of America before Sutter put his finger on the big advantage the Allied troops have over Axis armies—winter clothing and winter lubricants.



We passed dozens of freights: somebody remarked that railroads made possible assembly lines 3,000 miles long

Winter is on our side

THE winter uniform issued American and British soldiers is far superior to Nazi heavy clothing. Our research laboratories have developed superior winter oils and greases for cold-weather operation of mechanized equipment. (Germany's Rumanian and Polish oils are poorly adapted for refinement into high-grade lubricants.)

These two factors give us a tremendous bulge in winter operations. Sutter may have put a practical man's shrewd finger on the reason a second front is being delayed. The general staffs may be waiting until cold weather when our edge in winter clothing and lubricants will count most heavily.

It was 12:01 a.m. Friday and a lot of sandwiches later when our train rolled into Neosho, Mo., where the K. C. S. turned the string over to the 'Frisco. The K. C. S. had gunned us in an hour and 54 minutes ahead of a killer schedule up the long grade from the Gulf and through the Ozarks. We'd averaged 25 miles an hour, including all stops. The pre-war average freight speed was eight miles an hour.

Tom Parry, St. Louis public relations counsel and labor relations research ace, was deputized by the St. Louis & San Francisco—which doesn't run to San Francisco—to ride the train on the Neosho-St. Louis leg.

I slept on the short pull into Springfield. I found my personal architecture admirably suited to caboose slumber. Tom had less luck. He's thin and just didn't have ballast enough to keep from being jounced around on the side benches of a crummy. I plastered my ample posterior against the caboose wall for an anchor, put a sweat shirt over my portable typewriter for a pillow, and slept like a baby.

The 'Frisco had a 20-minute stop at the division point just below St. Louis, the longest wait we'd had in any town. We got off for the first restaurant meal since Port Arthur. I spent four of the 20 minutes eating and 16 minutes in the lavatory. We'd drawn an old-type caboose without toilet facilities.

The 'Frisco took 13 hours and four minutes for the Neosho-St. Louis run, two hours and 26 minutes ahead of schedule. The Terminal Railroad Association took over the oil drag at 1:45 p.m. for shunting through the mammoth St. Louis freight yards.



THE HELL THAT SEARED ENGLAND BURNS AMERICA NOW!

Hell from the skies over England, so brutal that it once drove that great nation almost to the breaking point, has nonetheless succeeded in taking only 45,871 British lives from the beginning of the war to August 31, 1942.

In those same three years, right here in America, approximately 30,000 deaths have occurred from fire!

Think of it! Here, as yet, are no screaming bombs, no dreaded roar of enemy plane motors, but deaths from fire alone, as real and as painful as those caused by air raids, total two-thirds of the bomb toll in England.

Further — at this crucial point in our struggle for existence these are in many cases as costly in man-power and machine-power as are the losses from plane-dropped high explosive and incendiary missiles.

Here's a way in which America's citizen army can cut this sabotage — and how you can help!

JUST BE CAREFUL ABOUT FIRES!

Make it your job to see to it that every preventable fire *is* prevented. Every time you see a danger spot, report it to the proper authorities if you cannot eliminate it yourself.

For many years the Home fleet of insurance companies has helped to reduce fire loss by elimination of many fire hazards through experience, research and continuous inspections. But now, more than ever, America needs the help not only of those whose business it is to deal with fire losses, but also of every citizen and home owner — for *no fire loss today is measurable in dollars.* Preventing fires is part of winning the war and *that's a job for all of us.*

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*6x4—5x3—8x5 and Tabulating Cards

REMINGTON RAND

The Terminal has performed a minor miracle of organization and split-minute scheduling to keep St. Louis from being a bottleneck in the oil movement.

Ira Davis, superintendent, and D. J. Watson, Jr., Terminal's president, have doped out a schedule that lets dozens of northbound oil trains move through the yards and "turn the corner" for the eastbound haul. Those hotshot oil trains pouring into an already teeming yard could have resulted in a first-class snarl.

Little time in the yards

THE Washington conference of railroad operations chiefs who made out the oil schedules know the tough problem in St. Louis, and allowed four hours switching time. The Terminal took this as a challenge, and the yard-transit time averages about two hours. Our big drag was snaked through, across the Mississippi, and into the East St. Louis yards of the Wabash in 35 minutes.

Earl Waterfield, Wabash yardmaster, had the string inspected and on the way almost at once.

We kicked up a steady 50 miles an hour through the fat, flat lands of southern Illinois. Corn nearly as high as the caboose waltzed gracefully with each little puff of breeze. Coal mine shafts popped up suddenly out of the prairie as we sat on the rear steps of the caboose.

We had two proud fathers aboard, and they had reason for pride. Brakie Verle Willis had a small bale of newspaper clippings about his 19-year-old son, the anti-aircraft gunner who knocked down five Jap dive-bombers by official count before the carrier *Lexington* went down flaming but fighting in the Coral Sea. The boy was saved.

Willis, who has a quarter-century of service on the rails, is beating the ears off recruiting officers to get in the service himself, and allows the Government's missing a bet in not forming a division of railroad men.

Walter Reedy, another Wabash brakie, was just back from a weekend at Rantoul Field, where his son is taking technical training in the air corps ground forces. He was chuckling about the way the kid had outsmarted him. The boy was still in high school, and his dad got him to agree that he wouldn't go in service until he finished. The boy promised and then boned up for a couple of weeks, took a special exam, and got his diploma a year ahead of his class. When Pop Reedy saw him, the youngster had just been initiated into the mysteries of a payday blackjack game, and didn't have a dime. The old man could understand, however. He weathered a few craps sessions himself in France in the last war.

Reedy and Willis point up a fact I noticed all along: from 60 to 70 per cent of the operating personnel are veterans of the first World War. Probably as many have sons in the service. It may be the reason the railroads are doing a war job that rates with any accomplishment in the records to date.

I had a bath and a hot meal aboard the Wabash. Leo Brown, their advertising agent, wired ahead for a pail of hot water.

We began to lose "cripples" on the

Wabash. The ancient, obsolete tankers began to go sour. We lost half an hour out of Huntington, Ind., because an air hose on one buggy parted and broke the train. At every division stop the car inspectors would mark a "bad order" sign on one or two tankers, and they'd be yanked out for repairs.

We expected this loss. Many of these tankers the A. A. R. rounded up had been rusting on sidings for months, and 1,000 miles or so of operation at passenger train speeds brings out hidden defects. In normal times, these elderly old cars would go on the scrap pile.

The Wabash turned us over to the Erie at Huntington at 3:50 a.m., four hours and five minutes ahead of their schedule from St. Louis.

I've saved the Erie for any comment on the technical operation of U. S. railroads engaged in the oil haul, because it's primarily a freight road.

Inspections are thorough

LET'S take our entry into Marion, O. Before we stopped, car inspectors were swarming toward the string like cats converging on a saucer of cream. Men like L. A. King, 26 years an Erie car inspector, went over every car.

The wartime expansion of freight movements has brought no skimped inspection of rolling stock. It may mean overtime days and no days off, but the safety standards are maintained.

At Marion, they found three tankers not in shape to continue. They were cut out. Before the engine was serviced, however, the shop crews had repaired two of them and they were back in the line ready to roll. The speed of repairs is amazing. Wheel assemblies are frequently changed in time for the car to go along with its string. That takes precise teamwork.

We picked up seven other tankers dropped off by previous trains and repaired in Marion, so our net "gain" was six cars. This is standard practice. If the shop crews are unable to repair a car in the line or in time for it to continue, a succeeding train picks it up. We started with 60 cars and wound up in Providence with 58, although we lost 11 of the original group to road ailments.

The railroads don't overlook a bet in time-saving. I remarked on different colored insulators on the telephone poles lining the right-of-way. Charlie Coe, Erie special representative, told me the colored insulators identify the dispatcher's wire. If a train is stalled for any reason, the conductor can cut in on the right wire without delay.

The Erie hauled us all through a placid Sunday, through the Ohio lake country, upper Pennsylvania and western New York. Everywhere was fresh evidence of the way the railroads tie the war plants together. We passed dozens of freights, on the move between raw materials sources and the fabricating plants. Somebody remarked that the railroads made possible an assembly line 3,000 miles long, with parts fabricated in widely separated plants coming together for final assembly via the rails.

At Maybrook, N. Y., a junction to-hell-and-gone from anywhere, the Erie turned us over to the New York, New



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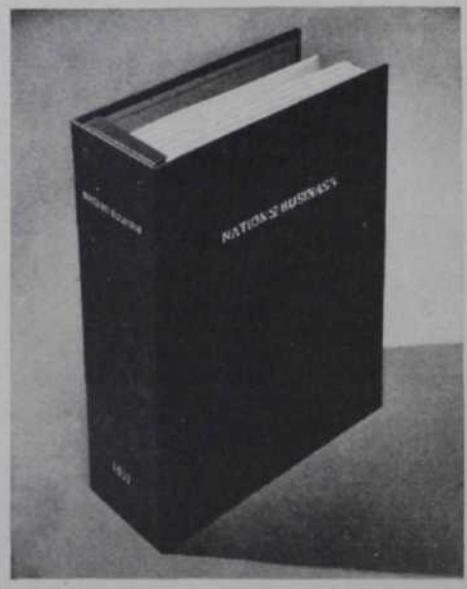
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NATION'S BUSINESS

WASHINGTON, D. C.

Haven and Hartford. This was the last lap. The Erie had picked up five hours and ten minutes on their schedule from Huntington. From Port Arthur to Maybrook, our total time saved over the "impossible" schedule was 15 hours and 30 minutes.

The New Haven had to break our string in two to boost us out of the yards. A howling rainstorm had "slicked" the tracks and made it impossible to start the heavy drag on the slight grade. Assembled again, we headed northeast.

In 2,500 miles, I'd bounced through a gamut of accents from liquid-voweled and syrupy Louisiana to high-nosed, high-pitched New England twang. All of them, though, said the same thing in short words. They were doing a job they knew, would keep on doing it until hell had a four-inch ice cap, and what was so very wonderful about that?

Country-wide coordination

THIS whole oil movement is coordinated in a special control center set up in the Washington offices of the A. A. R. Every oil train is checked almost hourly by Callahan's expanded car service force, and at any sign of a slow-up, they go into action to break the jam. It's this close, overall supervision, by the institute set up by the railroads themselves, that makes one tanker do the work of two in speeded-up operation. One of the A. A. R.'s special jobs is expediting the return of empty tankers to the fields. The turnaround time for tankers has been cut to a minimum. It all pays off in added tonnages moved.

Without using a ton of steel for new tank equipment, the railroads are delivering almost 900,000 barrels a day.

Russel Coulter, chief traffic officer of the 'Frisco, told the story of the railroad attitude that makes emergency movements possible when he was moved to assay the wartime work of railroads recently:

> Sure, the railroads are doing a good job. They've got to. Railroads are moving more goods with more speed than anyone thought possible. They're scrambling schedules every day to handle emergency shipments, then unscrambling them to get those shipments of guns and oil and bullets and food on the right spot at the right time. They're highballing oil across the continent faster than they used to move perishable California grapefruit. So what? That's the only sort of performance that means anything today.

To which this layman, impressed by what he saw of competence on the long haul from Port Arthur to Providence, can only append a codicil.

Without these men who know how, there would be no link between the Gulf and mid-continent oil fields and the 17 eastern states which need and must have that oil. Without the experience and savvy of 1,000,000 railroad men on the eastern roads, the oil-dependent economy of the industrial East would have long ago collapsed. Manufactures of vital armaments would have slowed. Civilian morale would have been adversely affected, and public health would have been seriously endangered.

Only because the railroads had the

ability to step up their daily movement of eastern oil from 11,000 barrels a day in 1941 to 800,000-plus barrels right now is the industrial East still a functioning part of the U. S. at war. It's been a whopping job.

Those men I met in the oil train cabooses had to be tough and had to be trained to do the job they did and are doing.

If the millions of people in the East, saved from a cold winter by these men, could get together on a telegram to the train crews, enginemen, yardmasters, trackwalkers and rail executives who made the movement possible, it could all be said in two words:

"Well done."

Making Swords from Pen Points

(Continued from page 40)

tating and wasteful duplication. That condition cannot be charged solely to the war, though war has aggravated matters. In early 1938, the President, in a letter to the Central Statistical Board, remarked:

I am concerned over the large number of statistical reports which federal agencies are requiring from business and industry.

He asked for a check on the problem and suggestions for a remedy.

The Board's report revealed that, in a number of lines of business, a concern may report its pay roll in a given period on as many as 12 different federal forms. Information on total revenue from sales may be required in as many as half a dozen forms. Considerable overlapping was found between information reported in various business surveys.

In several instances yearly production statistics collected by one federal agency have already been reported currently by months to the same, or another, agency. In a few cases, two different federal agencies have required substantially the same data monthly.

All this was before the war. Today, in addition to the reports already required, a branch of W.P.B., as an instance, may ask the field staffs of the Wage and Hour Board or some other federal agency with field organizations, to make a factory-to-factory check on the amount of a given material on hand, the use being made of it, the observance of wage and hour laws in connection with war contracts, and other things.

Fight against paper work

BOTH the Army and Navy have taken drastic steps to rid themselves of paper work in the interest of getting on with the war. It has only recently occurred to Washington that the men and plants giving these services the weapons to fight with deserve the same break.

W.P.B. now has a Committee for the Review of Data Requests from Industry working closely with the Bureau of the Budget and other agencies to improve the situation. Established in June by order of Donald Nelson, its membership includes not only W.P.B. officials, the latter numbering in turn several executives fresh from their offices in business and industrial fields. Some of them have been in Washington only a few weeks and expect to go home when their work is done. They are aided by advisory groups of other business men.

One of the first things they had to do, however, in effect, was get out another questionnaire to some 1,200 trade associations. From this, the committee hopes to get recommendations for use as a guide in shaping future requirements.

The Committee for Review of Data Requests from Industry was scheduled to complete its work Oct. 1. However, by that time it had abolished since July 1, more than 120 forms used by the War Production Board, and had simplified 130 others. This alone will relieve some 150,000 firms or individuals who formerly had to respond on the forms affected. As a side job, the format of the questionnaires was standardized, which means that, in all but a few cases, they will now fit a standard typewriter.

Of equal importance, probably, is the committee's work in earmarking the remaining forms. No form which does not carry a Bureau of the Budget serial number and an expiration date need be filed after Dec. 31, 1942, and no form carrying an expiration date need be filed after that date.

These accomplishments have so impressed a large segment of the industries concerned that the committee's life has been extended to December 31.

Meanwhile, W.P.B. is setting a Production Requirements Plan in an effort to simplify the procedure having to do with allocation of materials. This well intended effort got off to an unhappy start. Many firms, despite their long practice in filling out government forms, could not cope with the new symbols and gadgets employed. Some complained to Washington; others began putting old-time symbols in the wrong places on the new forms. This in turn confused Washington.

There is no accurate way to check what loss of war effort has occurred here. Perhaps the W.P.B. committee can bring improvement. If it can't, one of these days some Washington agency may expect a modern duplicate of an occurrence of World War I. A green private in an advancing unit was given a carrier pigeon to take into action with instructions that at a given point in the day's battle, the bird was to be released so that the command post could know what went on at the front.

The private became separated from his lieutenant.

Later in the rain-soaked morning, a certain command group, waiting anxiously for word, suddenly caught the sound of wings nearby. In swooped a bedraggled pigeon. Tearing at the message cylinder they found the following:

"I am tired of toting this damn bird around."



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Management's Show Window

(Continued from page 44)

put in a Personnel Inventory Survey. The Sick Benefit Plan started a year ago. I'd like to know how they are working."

A new voice is heard.

"I'm the public. The penalty for not telling me about your business is misunderstanding, and often the loss of my friendship.

"Management has financial responsibilities to stockholders and employees. It has social responsibilities, too, and it must make an accounting to me. Many functions entrusted to management affect my well-being and I want to know what kind of a job it is doing.

"Prices mean a lot to me. My pay has to spread out over the household bills and taxes, doctor, food, clothes, toothpaste and shaving cream, haircuts and transportation. Whatever is left has to cover insurance, vacation and movies. If management finds ways of making more and better things at less cost, I get along better. This year a politician said

★ ★

General Mills, Inc.:

From the sale of our goods and services, we received	$163,412,424
To run our business, pay our employees, buy materials to make our goods, and provide reserves, it cost us	154,979,313
This left us before income taxes	8,433,111
To pay our income taxes, we set aside	3,298,000*
This left us a net income of	5,135,111*
Out of this, Preferred Stockholders got	1,107,365
Our Common Stockholders got the same as last year, $4 per share	2,660,216
That left us with earnings in excess of dividends paid	1,367,530*

*Subject to changes in federal tax laws.

—See Rule 10

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"Victory is first. If necessary, Victory is all. For paper is at war, and whatever The Mead Corporation can do to speed Victory, we will do. Any decision which the demands of Victory might influence no longer requires thought. We know that the same thing goes for every American.

"This is a total war, a machine war, a mass production war. That makes it a war of records, a war of specifications, a war of propaganda—a paper war, as the current insatiable demand for paper proves.

"We say all this only to explain our crystal-clear conviction of the patriotic duty of this company—to provide paper and more paper . . .

"Likewise, to every buyer and user of paper we say from our hearts—making the most of paper is working for Victory. America without paper would be a disunited nation. America without paper would be an unproductive machine.

"Our fight will be to provide it."

—See Rule 11

★ ★

that, if I voted for him, he would make management give me everything I wanted. It sounded like big talk but maybe he could help.

"And there is a war going on. On the radio somebody said that 'we must make sacrifices to insure the continuance of our civilization.' Well, I'm sacrificing, but I'd like to know what management is doing. What percentage of the factory is turning out war goods? Are there idle machines that could be worked over and used to win this fight?

What of government policy?

"TELL me, too, something about our Government. A lot of new policies are being born. Some of them won't last any longer than the war; others may stick. Maybe these new ways are all right but I'd like to know what management thinks. The annual report could tell something about the new tax bill. Is it going to leave anything to keep business going after the guns stop?

"I have read several times about strikes in war plants and the Government sending in the Army or Navy to run them. As I remember, it was labor that called the strikes but management was told to get out and labor was welcomed back. I'd like to see a full statement of what management thinks about it. Put it in the annual report, or quarterlies or specials. Management has got to speak up. It never survived and accomplished what it has by being 'soft'."

The "bosses" have spoken.

For many years management has been giving increased attention to their demands. It is doing a better job in understanding what they want. But a great job of persuasion remains because many managers still have an inclination to "let that advertising agency man who places our ads call up the press."

A summation of all the points that management is asked to cover in an annual report shows that every request is reasonable. Test a report, annual, quarterly or special against the accompanying list.

A good annual report is not a routine event.

In reality, it is the final act of a year of thinking and doing.

Putting Industry in Moth Balls

(Continued from page 36)

turing firms. In distribution the little man predominates and the country's sympathy has been aroused on his behalf. A resolution of the Executive Council of the British Chambers of Commerce expresses the prevailing opinion:

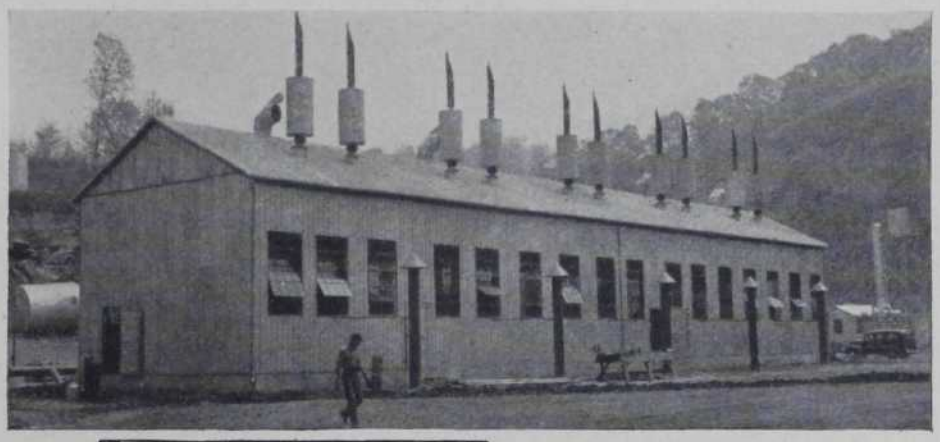
> In our view, the smaller businesses, whether they are manufacturers or retailers, are vital in the economic structure of the country and anything tending to squeezing out of the small or even medium sized concerns . . . would be a national disaster.

So far no scheme has been devised that will concentrate the distributive trades generally and, at the same time, allay public suspicion that the little man is being unfairly treated. The Government's only achievement has been to make certain that retailers will not increase in number. No new store is now allowed to open in Britain.

As for the scheme's efficiency, its success in finding additional manpower for war work is more than dubious. After a full year of operation, the Government only claimed the release of 145,000 workers for war work. Some of these would have drifted to war work in any case since these same industries in the previous 18 months had lost more than three times the number, 540,000 workers—demonstrating the efficacy of the operation of natural laws of supply and demand even in a condition of total war. Furthermore, 140,000 workers is a mere drop in the bucket in a working population of 22,000,000—hardly an adequate recompense for the permanent dislocation that the policy will cause.

The scheme in one instance, at least, has boomeranged. No sooner had the cotton industry completed its concentration plans and dispersed a proportion of its highly skilled labor than it faced the need for urgent expansion. Russia's entry into the war and the destruction of textile mills in the Leningrad area placed a heavy burden on the industry.

As a result, underproduction is so acute that ex-textile workers are being compulsorily sent from munition works back to an industry from which the Government forcibly ousted them a few months ago.



BUTLER FACTORY FABRICATED STEEL BUILDINGS

Help Boost Steel Mill Gas Supply in Record Time

The lease-lend phase of global war strained steel mill capacity. Facilities for surplus capacity were reappraised. Idle furnaces sprang to life. Before Pearl Harbor the need for a greatly increased flow of gas from the gas fields of West Virginia developed an emergency.

The United Fuel and Gas Company met the emergency by the installation of an 1800 H. P. compressor station in record time. Capacity of its gas lines to Pittsburgh was increased 30%. Use of Butler Prefabricated Steel Buildings contributed to the speed and efficiency with which this and many other war-time housing emergencies have been met.

Mass production facilities at Butler factories turn out Butler Steel Buildings rapidly. They are factory fabricated in section-units engineered for speedy bolt together erection. Fire-safe and permanent, these buildings have great structural strength, yet are readily fitted to particular housing purposes. There are three Butler Books, descriptive of commercial-industrial, modernistic boulevard and U S S panelbilt designs.

For Prompt Handling Address All Inquiries To

BUTLER MANUFACTURING COMPANY

1240 Eastern Ave., Kansas City, Mo. 940 Sixth Ave., S. E., Minneapolis, Minn.

FACTORIES—Kansas City, Minneapolis, Galesburg. SALES OFFICES—Washington, New York, Chicago, Atlanta and Shreveport. Representatives in other principal cities.



Never Beyond This Shore

HERE at the sea's edge is as near to Jim as I can go.

Other women have gone farther than this. There were women on Corregidor; women have gone to Ireland and Australia and Iceland; women have been lost in the Battle of the Atlantic.

But I know I would be foolish to dream of serving as they have. For a woman to go farther than this shore demands a special skill, complete independence—and I have neither.

No, my task is here, here in the little storm-tight house that sits back from the cove, here with my son.

And if I become discontent with the seeming smallness of my task, Jim's words come back to steady me. "I'm leaving you a very important job, Mary. Until this war is won, there won't be any more evenings when we can sit by the fireside and plan our tomorrows together. It will be up to you to make the plans for the three of us.

"Mary," he said, "keep our dreams alive."

★ ★ ★

MAKE no little plans, you who build the dream castles here at home. When you try to imagine the future, after he returns, be sure your imaginings are full of bright and cheerful hues, for that world of tomorrow will be resplendent in things you don't know—never even imagined. Allow for wonderful new developments in such fields as television, fluorescent lighting, plastics. And leave a flexible horizon for the marvels that are sure to come from the new science of electronics. When you're dreaming of your better tomorrow, count on us. General Electric Company, Schenectady, N. Y.

★ ★ ★

THE VOLUME *of General Electric war production is so high and the degree of secrecy required is so great that we can tell you little about it now. When it can be told completely we believe that the story of industry's developments during the war years will make one of the most fascinating chapters in the history of industrial progress.* 952-348M



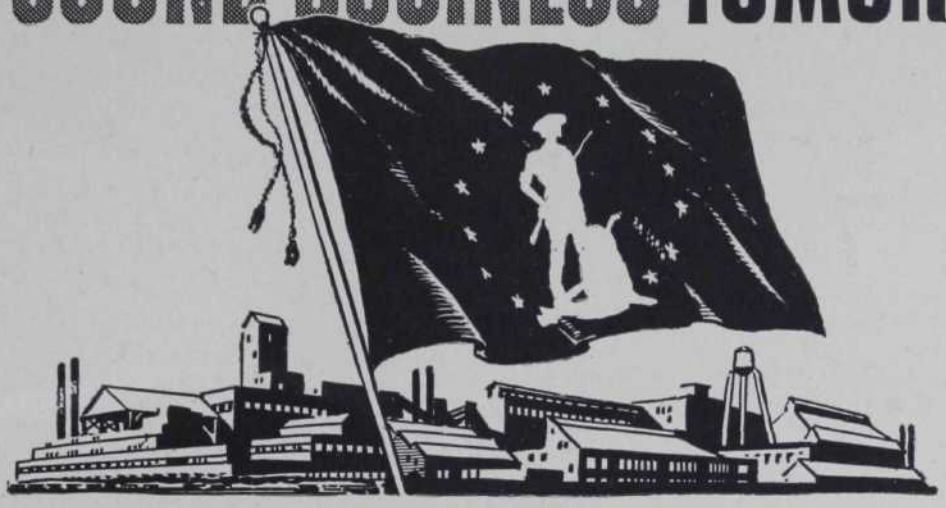
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FOR VICTORY TODAY AND SOUND BUSINESS TOMORROW



Get This Flag Flying Now!

This War Savings Flag which flies today over companies, large and small, all across the land means *business.* It means, first, that 10% of the company's gross pay roll is being invested in War Bonds by the workers voluntarily.

It also means that the employees of all these companies are doing their part for Victory . . . by helping to buy the guns, tanks, and planes that America and her allies *must* have to win.

It means that billions of dollars are being diverted from "bidding" for the constantly shrinking stock of goods available, thus putting a brake on inflation. And it means that billions of dollars will be held in readiness for post-war readjustment.

Think what 10% of the national income, saved in War Bonds now, month after month, can buy when the war ends!

For Victory today . . . and prosperity *tomorrow,* keep the War Bond Pay-roll Savings Plan rolling in *your* firm. Get that flag flying now! Your State War Savings Staff Administrator will gladly explain how you may do so.

If your firm has not already installed the Payroll Savings Plan, *now is the time to do so.* For full details, plus samples of result-getting literature and promotional helps, write or wire: War Savings Staff, Section F, Treasury Department, 709 Twelfth Street NW., Washington, D. C.



Save With

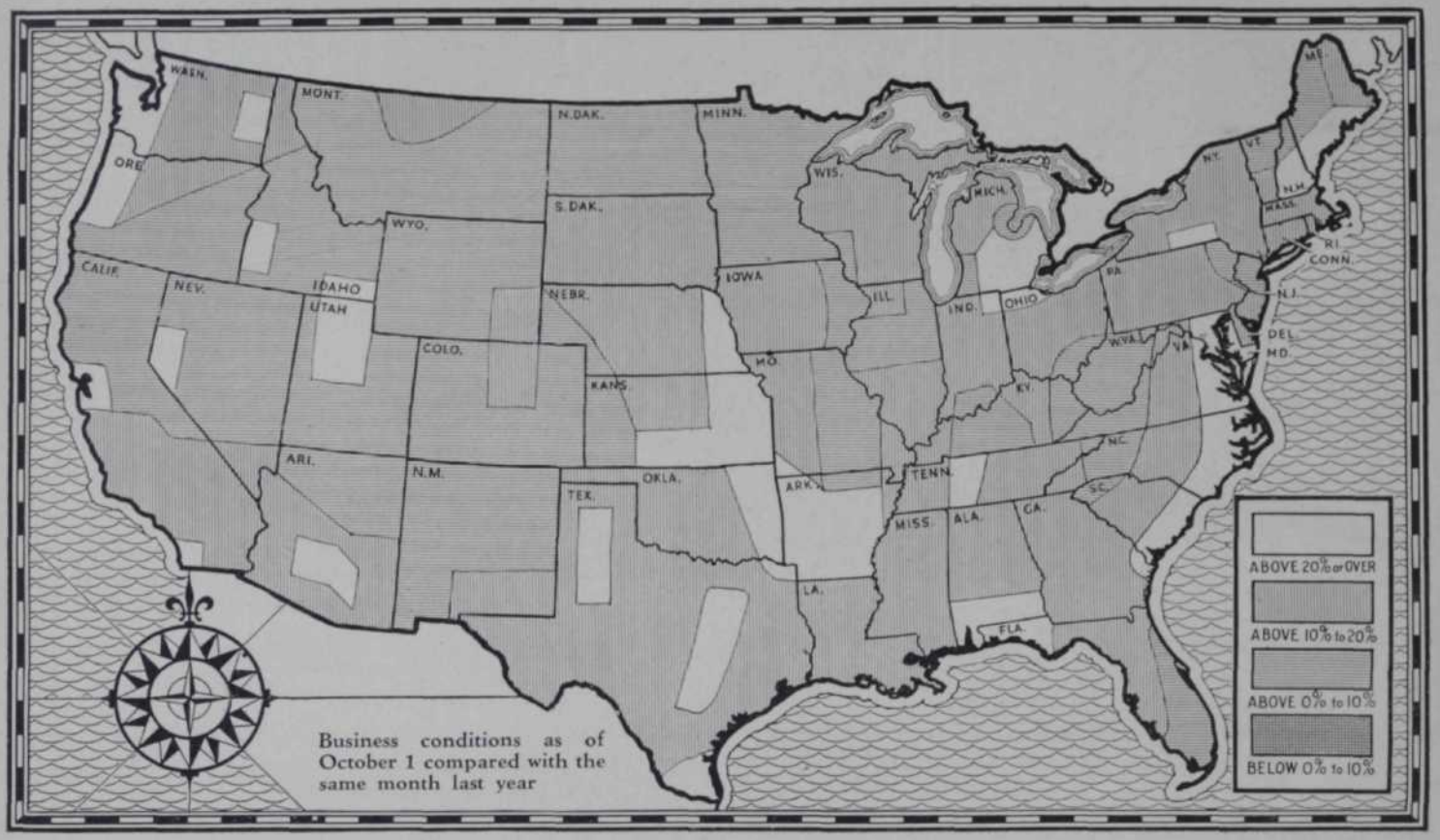
War Savings Bonds

This Space Is a Contribution to America's All-Out War Program by

NATION'S BUSINESS

The MAP of the Nation's Business

By FRANK GREENE

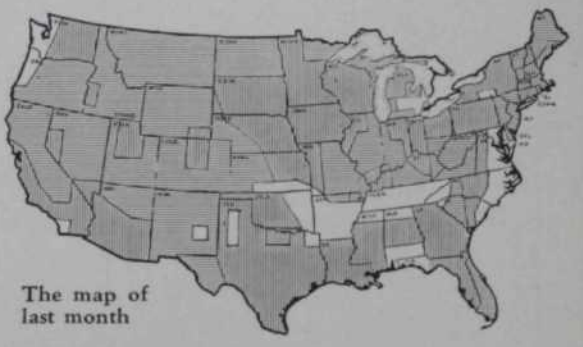


SEPTEMBER saw another heavy gain in industrial activity. The steel output rate rose slightly and automobile plants exceeded peace-time employment and production records by 32 per cent. American shipyards set an all-time record of 93 ships. Railroad passenger earnings were 96 per cent above last year and carloadings exceeded the August peak, while electricity output continued to establish records. Engineering awards, though off from August, were 78 per cent above a year ago.

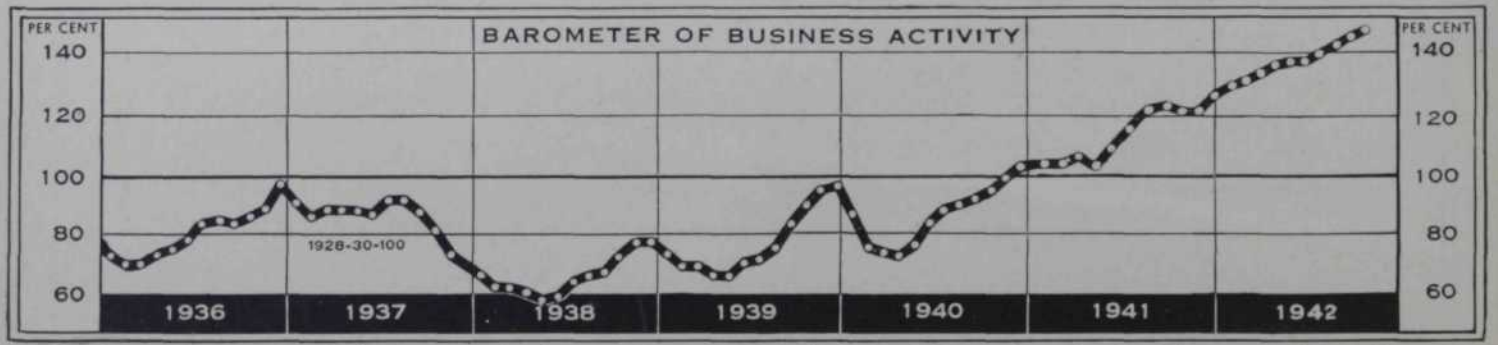
Commodity averages reached a 16-year high, with further food price increases, as the farm labor shortage hampered harvest of largest crops in history.

Both stock and bond prices advanced with trading heaviest since January. Retail sales reflected rising wage income in registering sharp increases notwithstanding comparison with the September, 1941, buying rush. Bank clearings, particularly in industrial centers, registered sharp advances over last year.

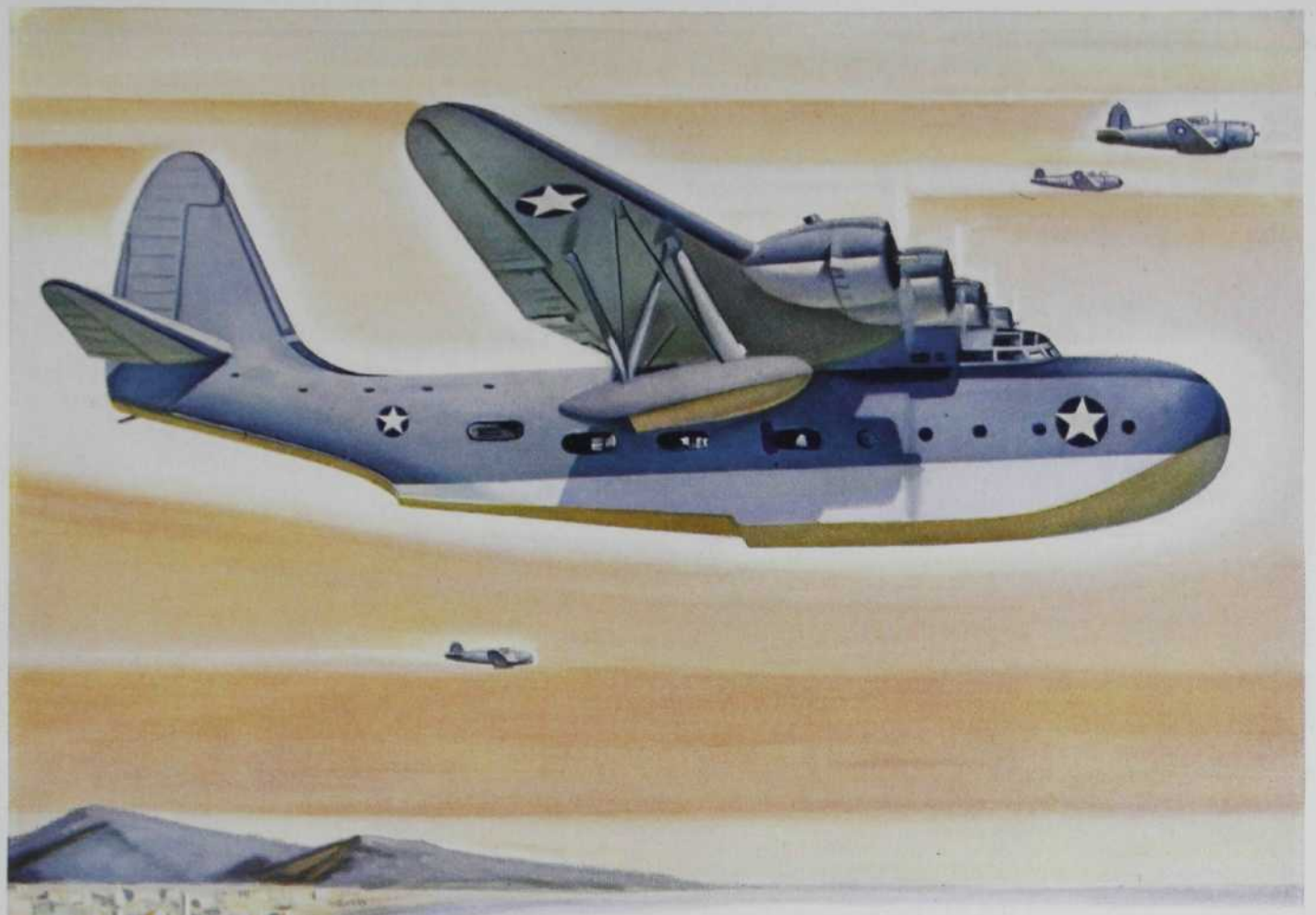
Widespread effects of increasing industrial activity, coupled with capacity lumbering, mining, and bumper crops continue to lighten the Map



The map of last month



Further enlargement of the war production program continued through September despite labor scarcities and material bottlenecks and the Barometer chart line moved up to a new all-time high level.



A REFRIGERATOR AND AN AUTOMOBILE GO TO WAR!

IT hurtles across the Atlantic between dawn and dinner-time . . . a giant cargo-carrying flying boat with a freight-car load of what it takes to smash an enemy.

This, Mr. Hitler—is a picture of a refrigerator and an automobile *going to war.*

Not by ones or twos—but *in fleets*—these Vought-Sikorskys will soon be sailing from Nash-Kelvinator assembly lines—to fly the fight and might of the U. S. Navy.

And when they stretch their wings around this world, there will be proud new Navy *Corsairs* to protect them—new fighting ships that can fly the wings off any Axis 'plane now known!

The Corsair, too, carries the colors of Nash-Kelvinator. Its powerful 2,000 h.p. super-charged high-altitude engine is a *quantity* assignment for men who have already built thousands of propellers for the Axis-blasting fliers of the United Nations.

This is just a sample, Mr. Hitler, of our 1943 models. Just a picture of what one company is doing—in meeting and beating a production schedule four times greater than our best peace-time year. And all America's in the fight—buying War Bonds, getting in the scrap metal—in this war *to win!*

So your happy dreams are about over, Adolf—a Nazi nightmare is turning true. The wings of vengeance are coming—from the west!

• • •

NASH-KELVINATOR CORPORATION

NASH KELVINATOR

PRATT & WHITNEY HIGH-ALTITUDE ENGINES

VOUGHT-SIKORSKY FLYING BOATS

HAMILTON STANDARD PROPELLERS



YOU'RE GEARED TO

Split-Second Time

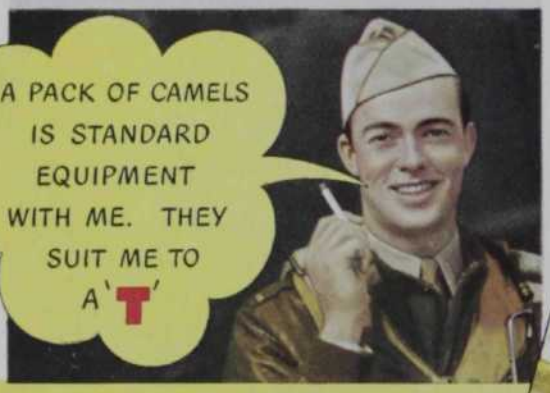
WHEN YOU'RE TRAINING
TO WIN YOUR WINGS
AS A BOMBARDIER

BOMBARDIER. He's the *business* man of this bomber crew. His *office* is the "greenhouse" of transparent plastic in the nose of the ship. And he works there on split-second time. But when those "office hours" are over—well, just look below and watch him enjoying a Camel—the favorite cigarette on land, sea, and in the air.

ALL America's living at split-second time today...from the bombardier at his bombsight to the men who make the bombs like Jerry Lorigan below. You....and you...and everybody!

So it's only natural that most everybody's smoking more these days. Only natural, too, that taste and throat—the "T-Zone"—are more important than ever to cigarette smokers now.

But...take no one's word for it when it comes to your own smoking. Make the "T-Zone" test described at the left below. And let your taste and your throat decide for themselves.









THE "T ZONE" where cigarettes are judged

The "T-ZONE"—Taste and Throat—is the proving ground for cigarettes. Only your taste and throat can decide which cigarette tastes best to you . . . and how it affects your throat. For your taste and throat are individual to you. Based on the experience of millions of smokers, we believe Camels will suit your "T-ZONE" to a "T." Prove it for yourself!

JERRY LORIGAN, who forges bombs on a split-second schedule, is just as partial to Camels as the man who lays those bombs on the target. "I've smoked Camels for years," says Jerry. "They don't get my throat, and they don't tire my taste. They're tops!"

CAMEL

FIRST IN THE SERVICE

The favorite cigarette with men in the Army, Navy, Marines, and Coast Guard is Camel. (Based on actual sales records in Post Exchanges, Sales Commissaries, Ship's Service Stores, Ship's Stores, and Canteens.)

R. J. Reynolds Tobacco Company, Winston-Salem, N. C.